

DECEMBER 1, 1939



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# Sales Management

- ★ "Dear Fellow Worker": A Board Chairman's Letters to His Employees
- ★ Why One Chain Quit Ramming Private Brands Down Consumers' Throats
- ★ A Story for Advertising Critics Who Think Consumers Are Being Gypped
- ★ Factoring as a Means for Financing Sales: A Significant Trend?
- ★ Advertising Campaigns — Designing to Sell — Future Sales Ratings

THE MAGAZINE OF MODERN MARKETING



# Once More BUSINESS WEEK LEADS!

## Every Week in BUSINESS WEEK



New Business	Production
Washington Bulletin	New Products
Figures of the Week	Marketing
Business Outlook	Money & the Markets
The Regional Outlook	Business Abroad
Business News	The Trading Post
Labor & Management	War Business
Editorial Page	

**ALERT • ACCURATE • AUTHORITATIVE**  
*Edited for Executives*

## BUSINESS WEEK . . 817.10 (Pages)

"A" (a general news weekly)	679.13
"B" (a business monthly)	434.43
"C" (a general weekly)	278.55
"D" (a general news weekly)	251.88
"E" (a business monthly)	247.98

Source: Publishers' Information Bureau figures first nine months 1939.

For the fourth consecutive year, Business Week leads in pages of advertising on business products and services. The reason? Business Week delivers more executive readers per advertising dollar. It is the only weekly *business news* magazine. It alone gives the active management executive timely, accurate and authoritative business answers to the week's events. Obviously, for the advertiser interested in reaching the executive, Business Week has advantages over the business monthly and is in a different class from the general weeklies. No wonder it is FIRST on so many lists!

**BUSINESS WEEK, 330 W. 42nd St., N.Y. C.**

# Just Published!



DETROIT  
DISTRICT AND RETAIL SHOPPING AREA

POPULATION	WHITE FAMILIES	RETAIL SALES (\$1,000 omitted)	INCOME TAX RETURNS	AMERICAN HOME CIRCULATION
1,568,662	342,956	\$ 543,690	151,694	23,148
2,177,343	480,526	\$ 702,151	198,210	34,089

**Population and Sales Data never before co-ordinated is now available to Sales Executives in The New 200-Page American Home Market Book . . . Specially drawn Marketing Maps (in two colors) . . . MANY OTHER EXCLUSIVE FEATURES**

Advertisers and Advertising Agency Executives who make their requests on their own letterheads will be furnished copies free (one copy to an individual), as long as they last . . . To others, the price is \$10 a copy—(and worth it!)



## THE DETROIT METROPOLITAN DISTRICT

**America's 6th Richest Market . . . Typical of the NEW Easy-to-see, Easy-to-use 2-color Maps in The American Home Market Book . . .**

	Central City of Detroit	Metropolitan District
Population	1,568,662	2,177,343
White Families	342,956	480,526
Retail Sales (\$1,000 omitted)	\$ 543,690	\$ 702,151
Income Tax Returns	151,694	198,210
American Home Circulation	23,148	34,089

The figures above are selected from the new *American Home Market Book* of THE METROPOLITAN DISTRICTS OF THE UNITED STATES and their Retail Shopping Areas — a complete analysis of population, sales, income and magazine circulation.

THAT political boundaries are often artificial, can disappear overnight, is no news to alert, businessmen students of present-day Europe. That here in America, by peaceful means, the same process has been going on with U. S. cities' economic, social boundaries will be news to many.

Businessmen must change their thinking and sales planning to include the fact that in 10 years prior to the last U. S. Census, suburban population increased 39% . . . three times as fast as the rest of the U. S. Altogether, almost 22 million people, formerly classified as "small city," "town" or "rural," actually live within these new "greater city" Metropolitan Districts.

The new *American Home Market Book* not only covers the 94 Census-defined Metropolitan Districts, and their Retail Shopping Areas, but all U. S. cities of 25,000 population or

more. These areas comprise 60% to 85% of the total U. S. market for most products. Twelve basic population, income, sales and home-market factors are shown for all markets.

Sales and Advertising Executives who write on their own letterheads will be furnished a free copy of this new book as long as they last . . . To others, the price is \$10 a copy—(and worth it!). Address The American Home . . . 444 Madison Avenue, New York . . . Chicago, Boston, St. Louis, Seattle, Los Angeles, San Francisco.

# The AMERICAN HOME

**CURRENT CIRCULATION OVER 1,600,000**

DECEMBER 1, 1939

[1]



# THE HUMAN SIDE



## Gentlemen in the Kitchen

Maid's night out has no terrors for members of the Society of Amateur Chefs. These adroit gentlemen have been swapping recipes and displaying their skill with skillet, stewpan and casserole for over a year. The original New York chapter has around 100 members, all warranted experts on at least one dish. Chapters are forming in other cities.

When not disporting in chefs' caps, which are ornamented with the Society's coat of arms—crossed knife and fork—members are important figures in their regular professions. Included in S.A.C.'s roster are illustrators James Montgomery Flagg, Dean Cornwell, Tony Sarg, McClelland Barclay, Don Herold; authors Christopher Morley, William Rose Benet, John Erskine; explorers Sir Hubert Wilkins, Vilhjalmur Stefanson; actors Joe Cook, Phil Baker, Lew Lehr; and a galaxy of other celebrities from Jack Dempsey to Graham McNamee.

At their festal board meetings the amateur chefs prepare the special dishes in which each excels. They range from the simple "Geefoojit, or apple mess," of Author Gelett Burgess to concoctions elaborate enough to give pause to the great Escoffier himself. It's all strictly masculine food, though, that puts a strain on the waistband. Calory-counters have no place amid the valiant trenchermen of S.A.C.

The spare-time chefs have shared some of their favorite recipes with the public in ads sponsored by Schlitz beer. Ben Irvin Butler, founder and executive secretary, wrote several which were placed by Needham, Louis & Brorby, Schlitz agency, in *Collier's*, *Life*, *Time*, *Newsweek*, *Liberty*.

They have also explained their hobby on a program called "Cook's Night Out" over NBC.

Sacks of mail requesting more recipes, suggesting variations, and commenting on both the ads and the program have convinced the Amateurs that eating is a universal pastime. (As if they needed any reassurance.)

Amateurs aren't selfish about swapping toothsome recipes.

Taylor Wine Co. has also been endorsed by the Amateur Chefs. And Swift & Co. sponsored a meat carving contest between S.A.C. members and debutantes at the N. Y. World's Fair.

Plans for divers additional contests are simmering. While the society as a whole is catholic in taste, individual members have pet formulas by which they swear. They love nothing so much as explaining these down to the last smidgen of pepper. Thus, the advocates of clam chowder Maine style will have a chance to illustrate its alleged superiority to clam chowder Rhode Island style. Possibly the Society may even get around to sampling a mint julep in all the ways it can be assembled. Certainly this swapping of recipes enlarges each man's private cook-book.

Because they get more fun out of cooking themselves than in viewing with bated breath the masterpiece of a professional, gatherings of the Amateurs are highly spiced with wise-cracks, pranks, and informality. At their initial dinner Gelett Burgess read a group of verses celebrating some aspects of the art of eating, and concluded with:

Lives of great chefs oft remind us  
We should make our lives sublime;  
And when we've finished in the kitchen,  
Wash the dishes, every time.

Wives, sweethearts, and mothers of the gentlemen-cooks hope they stick to that praiseworthy motto. Then there will be no feminine objections when Mister proposes, "You go to the movies, and I'll ask some of the boys over for a little cooking session tonight."

## Splash? Think Nothing of It

Awkward Ichabods who upset a cup of coffee spang across the table cloth will be spared untold blushes—thanks to chemists of the B. F. Goodrich Co. Junior, who likes to convert his porridge into a shower bath, will no longer send Daddy into bankruptcy from mountainous laundry bills.

For koroseal, synthetically concocted of coke, limestone and salt, has been applied to table cloths, napkins, bridge table covers, chair pads, shelving, etc., and it sheds liquids like the proverbial duck's back. Gravy, soup, fruit juices, even ink may be mopped off a koroseal-treated fabric with a damp cloth. Koroseal also magnifies the weave of cotton, making it resemble linen.

Department stores in 25 cities put the product on sale for the first time last month. Soon it will be available in silk, rayon, linen damask, and other higher-priced fabrics. Sunlite Manufacturing Co., Milwaukee, is the marketing company, though Goodrich laboratories is the name to be remembered in prayer by people who like to eat grapefruit enthusiastically.

## Midget Milk Sales Force

Anyone living in New York City who isn't actually a hermit has run across—or will soon run across—one of Sheffield Farms Co.'s "Midget Milk Salesmen." There are five on this unusual sales force, the dean of them all being Steve, aged 48, the youngest, Bobby, a 20-year old, who looks so young that toddlers treat him as a contemporary. These midget salespeople, with gaily decorated milk wagons "drawn" by comical, blinking-eye horses, are appearing in leading department stores, and at such events as the Hotel Show, the Rodeo and the Horse Show. They distribute Sheffield literature, sell plain or chocolate milk at five cents a container, allow children to climb into the driver's seat and hold the reins, and—their main task—answer questions about their weight, height and age. (A goldfish has nothing on a midget when it comes to sharing one's private life.)

Sheffield started this Midget Milk selling last Summer, when Steve and a milk cart went to work outside the Sealtest exhibit at the New York World's Fair. Response was exuberant, especially from youngsters who climbed all over the cart, sat on the horses, insisted on being photographed in the setting, begged for

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## SOME PEOPLE STILL BELIEVE THAT A PORCUPINE SHOOTS HIS QUILLS

*. . . . And the Reason is of  
Vital Importance to Every Advertiser !*

Basically, it's the same reason that makes some people think your competitor's products are better than yours!

For in both natural history and modern manufacturing there is still much superstition clouding the truth . . . because people haven't been told the truth often enough or *interestingly* enough to lastingly dent their memories. In short, *because they haven't been sold!*

We can help you find the superstitions that may be

diverting dollars from your door. We have had 44 successful years of digging out sales *hooks* for some of America's best known advertisers—ideas that work at the point-of-sale as well as in publication space.

If you have a product that *has to be sold*—that folks don't just come in and grab—you ought to hear our story. And for proof that C-K advertising *sells*, write today for a copy of our booklet, "*They Say—*". We printed it; our friends and clients wrote it. It may help you make more money.

### T H E   C R A M E R - K R A S S E L T   C O .

*A d v e r t i s i n g*  
M I L W A U K E E

*Advertising is the bridge that smooths the way  
to wider markets. The Cramer-Krasselt Co. are*



*advertising bridge builders with 44 years of ex-  
perience. Builders of bridges that build business.*

Copyright, 1939, The Cramer-Krasselt Co.

# HOUSTON 7<sup>th</sup> in AMERICA IN BUILDING

## The 10 Leaders:

New York	\$205,884,692
Los Angeles	63,021,098
Detroit	52,522,650
Washington	33,485,511
Chicago	31,281,891
Philadelphia	28,442,970
HOUSTON	22,045,950
San Francisco	21,723,438
Boston	16,374,569
Cleveland	16,005,000

{ Figures from Dun & Bradstreet }  
First 10 Months of 1939

**H**OUSTON—in seventh place—is still the only Southern city among the first 10 cities in the nation in building permits. Houston is growing fast—and so is The Houston Chronicle! Today, The Houston Chronicle gives you the greatest coverage, in its history, of the City of Houston and the Houston market.

## THE HOUSTON CHRONICLE

FIRST IN CIRCULATION AND ADVERTISING  
FOR OVER A QUARTER CENTURY

R. W. MCCARTHY  
Manager National Advertising

THE BRANHAM COMPANY  
National Representatives

TO SELL HOUSTON—BUY CHRONICLE



Midget milkmaids have to tell their age, weight, height.

souvenir postcards showing the outfit, and showed signs of becoming enthusiastic Sheffield patrons. As a result, Sheffield took on four other midgets from the troupe of players to which Steve belonged. As this is written, 20-year-old Bobby is rounding out his second week at Altman's, Alice has just finished her stint at the Hotel Show, two others are at department stores in the Metropolitan New York area, and there's a pretty full schedule ahead for the force for the next few weeks.

Carts are painted with blue and white stripes, and a landscape scene with cows. There's a leather seat for the driver, and a place for the big, shiny milk cans, from which patrons are served. There are four small, but businesslike, rubber tires. A red light behind the Sheffield sign adds to the holiday appearance of the outfit.

The horses look as though they were designed by a funny paper artist. They are low and stocky (a child may climb on them with ease). They have bulging eyes, with blinking light behind them. Their jaws are wide, and *they wear bangs*.

The midget salesmen wear neat, white uniforms. Being show people, they manage with considerable aplomb the situations that arise. They have good dispositions—a necessity for the public appearances they make. On the day when SM's reporter interviewed Bobby at Altman's he was constantly being interrupted by a boisterous four-year-old who kept cuffing him on the head and shouting (having decided Bobby was deaf), "Will the horses run? Will the *run*. Will they RUN?" Bobby wrote his measurements down for us: Height 47 inches (he was leaning over during the cuffing); weight 65 pounds. He suggested that we send a cameraman to take his picture if we wanted to run a piece about him. Feminine appeal being what it is, however, we settled for a picture of pretty Alice Pick, taken at the Hotel Show. Alice's sister, Gussie, is also on the midget sales force.

### Elsie Meets the Gang

After six months of daily appearances at the New York World's Fair, it was no trouble at all for Elsie to motor down from her Winter Home, Elm Hill Farm, Brookfield, Mass., and greet a couple of hundred advertising and publishing people at New York's Hotel Roosevelt the other afternoon.

While her guests sipped Manhattans, Elsie stood thoughtfully off in the corner chewing hay. She paused once to give the customary evening share of her daily average of 32 pounds of milk. Her keeper and the veterinarians were quite proud of her.

So, for that matter, was the Borden Co., of which she is the potent personification.

In private life—if she *has* any private life—Elsie is known as You'll Do Lobelia. Which, in its way, may be even more appropriate.



**N**EW CAR registrations in Louisville and Jefferson County for the first nine months of 1939 showed a gain of 71 per cent over the corresponding period of last year and motor vehicle registrations in Kentucky showed the largest percentage of increase in the Nation in 1938. These gains in motor car sales reflect the increasing sales opportunities in this three-quarter-billion dollar market. No sales campaign is complete that does not include Kentuckiana and no advertising schedule is complete without Kentuckiana's key newspapers . . .

**The Courier-Journal**  
**THE LOUISVILLE TIMES**  
 THE BRANHAM CO., NATIONAL REPRESENTATIVES

Owners and Operators of  
**WHAS**  
 50,000 Watts  
 820 Kilocycles  
 Basic Columbia Outlet



# Sales Management

VOL. 45. NO. 12

DECEMBER 1, 1939

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### Notes from the Managing Editor's Desk

Our enthusiasm ran away with us several weeks back when we announced a very special article on markets for the December 1 issue. The fact is that the statistical work on the study turned out to be a far bigger job than we had anticipated, and we have therefore had to defer publication to 1940. Part I of the material will probably appear in January, and we may have to give you the remainder serially . . . seems no one in the shop can find a way to put a gallon of galley into a pint of white space.

\* \* \*

First group of important articles lined up for January, February and March, of next year, deals with manpower problems . . . selecting and testing salesmen . . . the technique of handling the price objection . . . getting salesmen to use their sales tools . . . compensating salesmen . . . and such. There will be at least one article of this kind in every issue after the first of the year—all because you, the subscribers, are calling so continuously for more help on building and operating the field force.

\* \* \*

Cheerful twitter from the accounting department: The November 15 issue of SALES MANAGEMENT billed 22% more advertising volume than the same issue of last year.

A. R. HAHN



EDITORIAL STAFF: RAYMOND BILL, Editor and Publisher; PHILIP SALISBURY, Executive Editor; A. R. HAHN, Managing Editor; E. W. DAVIDSON, News Editor; M. E. SHUMAKER, Desk Editor; RAY B. PRESCOTT, Director of Research; F. R. PETRON, Production Manager. ASSOCIATE EDITORS: JAMES R. DANIELS, LAWRENCE M. HUGHES, LESTER B. COLBY, D. G. BAIRD, L. R. BOULWARE, S. A. WRIGHT, FRANK WAGGONER.

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# *Hey-give us a hand.... on this mail*

A black and white illustration showing a young boy in a suit and tie, looking surprised and helpful, reaching out to assist a woman. The woman is wearing a hat and a coat, and is struggling to carry a very large, heavy mail bag. The bag is overflowing with letters and has the word 'MAIL' written on it. The boy is holding the handle of the bag, and the woman is looking up at him with a grateful expression. The background is simple, with some lines suggesting a street or office environment.

## *Companion Reader Mail and Requests for Service Total More Than 1,400,000 a Year*

Give the little boy a great big hand!

He's swamped . . . snowed under . . . buried! And the Reader-Editors had a lot to do with it. Well does Johnny the office boy remember that first batch of blank reports. After they came back all filled out, the mail bags got heavier and more numerous.

And Johnny knows why. It was a simple matter of calling editorial shots *in advance* . . . and calling them *right!* Of using this new yard-stick on 2,000 typical Companion readers to determine current tendencies in buying habits . . . consuming needs . . . and writing the Companion directly to them.

It's foresight that counts — in editing as in selling. And only Companion editorial foresight assures the deep reader interest that carries over into advertising columns. Only *Companion Selling* so surely weds idea-selling with brand-selling . . . and (ably aided by Jean Abbey, the Companion shopper, over 15 radio stations) leads the buying urge thus created right to the point of sale!

WOMAN'S HOME  
**COMPANION SELLING**

CREATES DEMAND . . . CLINCHES SALES  
LARGER CIRCULATION THAN ANY OTHER WOMAN'S MAGAZINE—3,130,706



# Promotion



## GOOD BUSINESS PAPERS BUILD BETTER BUSINESS

**No. 48**

Directory of TYPICAL JOBS GOOD BUSINESS PAPER ADVERTISING HAS DONE... prepared by advertising agencies or with special view to the use of business paper space... sponsored by these outstanding business papers:

THE AMERICAN, New York  
THE NEW YORK JOURNAL, New York  
THE NEW YORK HERALD, New York  
THE NEW YORK TIMES, New York

CHEMICAL & METALLURGICAL ENGINEERING, New York  
DEPARTMENT STORE ECONOMIST, New York  
ELECTRICAL WORLD, New York  
ENGINEERING & MINING JOURNAL, New York  
FOOD INDUSTRIES, New York  
HOTEL MANAGEMENT, New York  
THE IRON AGE, New York

THE JEWELERS' CIRCULAR-KEYSTONE, New York  
MACHINERY, New York  
MACHINE DESIGN, Cleveland  
POWER, New York  
RAILWAY ELECTRICAL ENGINEER, New York  
RAILWAY ENGINEER, Chicago  
SALES MANAGEMENT, New York  
STEEL, Cleveland



# through the ranks

Ever since Cannon Mills' introduction of branded towels (to the hotel trade) in 1920, business papers have served as the backbone of Cannon promotions.

Much of the success of that first campaign and of the others that have followed is laid to thorough preparation of the trade -- selling each promotion to the various trade groups and right through the ranks of the retail organizations: from buyers to merchandise managers to salespeople.

The current Cannon promotion on the AMERICANNON SERIES OF CANNON TOWELS is the biggest in the history of the towel business. First step, of course, was to thoroughly familiarize the trade with all details of the promotion. So important was this step that the development of the whole promotion was scheduled to key with the issuance date of each trade paper advertisement.

THE AMERICANNON SERIES OF CANNON TOWELS has created extraordinary interest and an outstanding sales record -- once more proving that it is important to get to the customer through the trade, and that the way to get to the trade is through the business papers.

*Gerald W. Lynch*

Executive Vice-President  
N. W. Ayer & Son, Inc.

1940 will start Cannon's twentieth consecutive year of trade paper advertising. The success of any large scale promotion such as the introduction of the Americannon Series in Cannon Towels depends upon the thoroughness with which the trade is acquainted with the basic selling appeals in advance of telling the consumer. Trade papers are of inestimable value in accomplishing this objective.

*W. E. Cole*

Advertising Manager,  
Cannon Mills, Inc.

# Sales Management's Future Sales Ratings

## KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★. In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

	Sales Prospect for Dec. Jan. & Feb.	Sales Prospect for Next 12 Months		Sales Prospect for Dec. Jan. & Feb.	Sales Prospect for Next 12 Months
Advertising.....	★★★★	★★★★	Luggage.....	★★	★
Air Conditioning.....	★★★	★★★	Machine Tools.....	★★★★★	★★★★
Airline Travel.....	★★★★	★★★★	Machinery (Agr'l).....	★★★	★★★★
Airplane Sales.....	★★★★★	★★★★★	Machinery (Ind'l).....	★★★	★★★★★
Automobile Sales.....	★★★★★	★★	Meats.....	★★★	★★★★
Automobile Tires.....	★★★★	★★	Metal Containers.....	★★	★★★★
Baking (General).....	★	★	Motion Picture Receipts.....	★★★	★★
Banks (Revenues).....	★★	★★★	Musical Instruments.....	★★★	★★★
Beer.....	★★	★★	Office Equipment.....	★★	★★★
Building Materials.....	★★★	★★★	Oil (Cooking).....	★	★
Candy & Chewing Gum.....	★	★	Paint.....	★★	★★
Canned Fruits and Vegetables.....	★★	★★★★	Paper (Newsprint).....	★★★	★★★
Cereals.....	★	★	Paper (Wrapping and Container).....	★★★	★★★
Chemicals (Misc.).....	★★★★★	★★★★★	Photographic Supplies.....	★★★★	★★★
Cigarettes.....	★	★	Plastics.....	★★★★★	★★★★★
Cigars.....	★	★	Printing and Publishing Equipment.....	★★	★★★
Clothing (Men's, Wo- men's & Children's).....	★★★	★★★	Radios.....	★★★★	★★
Coal (Anthracite).....	★★★	★★	Railroad Equipment.....	★★★★★	★★★★★
Coal (Bituminous).....	★★★★	★★★★	Railroad (Net Income).....	★★★★★	★★★★★
Cosmetics.....	★★★	★★★	Rayon Textiles.....	★★★★★	★★★★★
Cotton Textiles.....	★★★★	★★★★	Refrigerators.....	★★★★	★★★
Dairy Products.....	★	★	Restaurants.....	★★★★	★★★★
Department Stores.....	★★	★★	Rural Stores.....	★★★★	★★★★
Diesel Engines.....	★★★★★	★★★★★	Security Financing.....	★	★
Drugs and Medicines.....	★★	★★★	Shipbuilding.....	★★★★★	★★★★★
Electrical Equipment (Heavy).....	★★★★★	★★★★★	Shoes.....	★★★	★★★
Electrical Equipment (Light).....	★★★★	★★★★	Silk Textiles.....	★	★
Exports.....	★★★★★	★★★★★	Soap.....	★★★	★★★
Flour.....	★	★	Soft Drinks.....	★★★	★★★★
Furs.....	★★★★★	★★★★	Sporting Goods.....	★★★★	★★
Gasoline and Oil.....	★★★★★	★★★★★	Stationery (Commer'l).....	★★★	★★
Glass and Materials.....	★★★	★★★	Steel and Iron.....	★★★★★	★★★★★
Groceries.....	★	★	Sugar.....	★	★
Hardware.....	★★★	★★	Surgical Equipment and Supplies.....	★★	★★★
Hotels.....	★★★★	★★★★	Television.....	★★★★★	★★★★★
HouseFurnishings (Floor Coverings, Furniture, Beds, etc.).....	★★	★★	Toothpaste and Mouth Washes.....	★	★
Household Products (Kitchenware and Miscellaneous).....	★★	★★★	Toys and Games.....	★★★	★★★
Imports.....	★★	★★★	Trailers (Autos).....	★	★
Insurance (Life).....	★★★	★★	Travel (Sea).....	★	★
Jewelry.....	★★★★★	★★★★★	Trucks.....	★★★★★	★★★★★
Laundry.....	★★★	★★★	Utilities—Electric.....	★★★	★★
Liquor (Alcoholic Beverages).....	★★	★★	Utilities—Gas.....	★★	★★★
			Utilities—Telegraph.....	★	★
			Utilities—Telephone.....	★★	★★
			Washing Machines.....	★★★	★★

PREPARED by PETER B. B. ANDREWS, and specially copyrighted by SALES MANAGEMENT, INC. Reprints of this page are available at 5 cents each, minimum order, \$1.00. 20% discount on standing orders for 25 or more monthly. SALES MANAGEMENT, INC., 420 Lexington Avenue, New York, N. Y.

## Armament Buying to Counteract Slower Production Influences

With industrial output close to the 1937 levels and steep acceleration of production once more the order of the day, fears are held in some circles that business may be in store for a denouement of the 1937 type. It is likely that the rate of consumption is now substantially behind the production rate. The current and prospective rise of inventories, in fact, is likely to bring an ultimate readjustment. Should this natural development be timed with an ending of the war, the setback could conceivably be swift, though not lengthy. It seems more logical, however, that it may come while the war still is in progress and that it will be easily taken in stride.

The rise in inventories has by no means been spectacular, with caution still the watchword in the majority of industries. Moreover, with embargo repeal a fact and war activities intensifying, the delayed wave of foreign buying seems likely to get under way shortly. This, of course, would sharply counteract tendencies to slower production in this country.

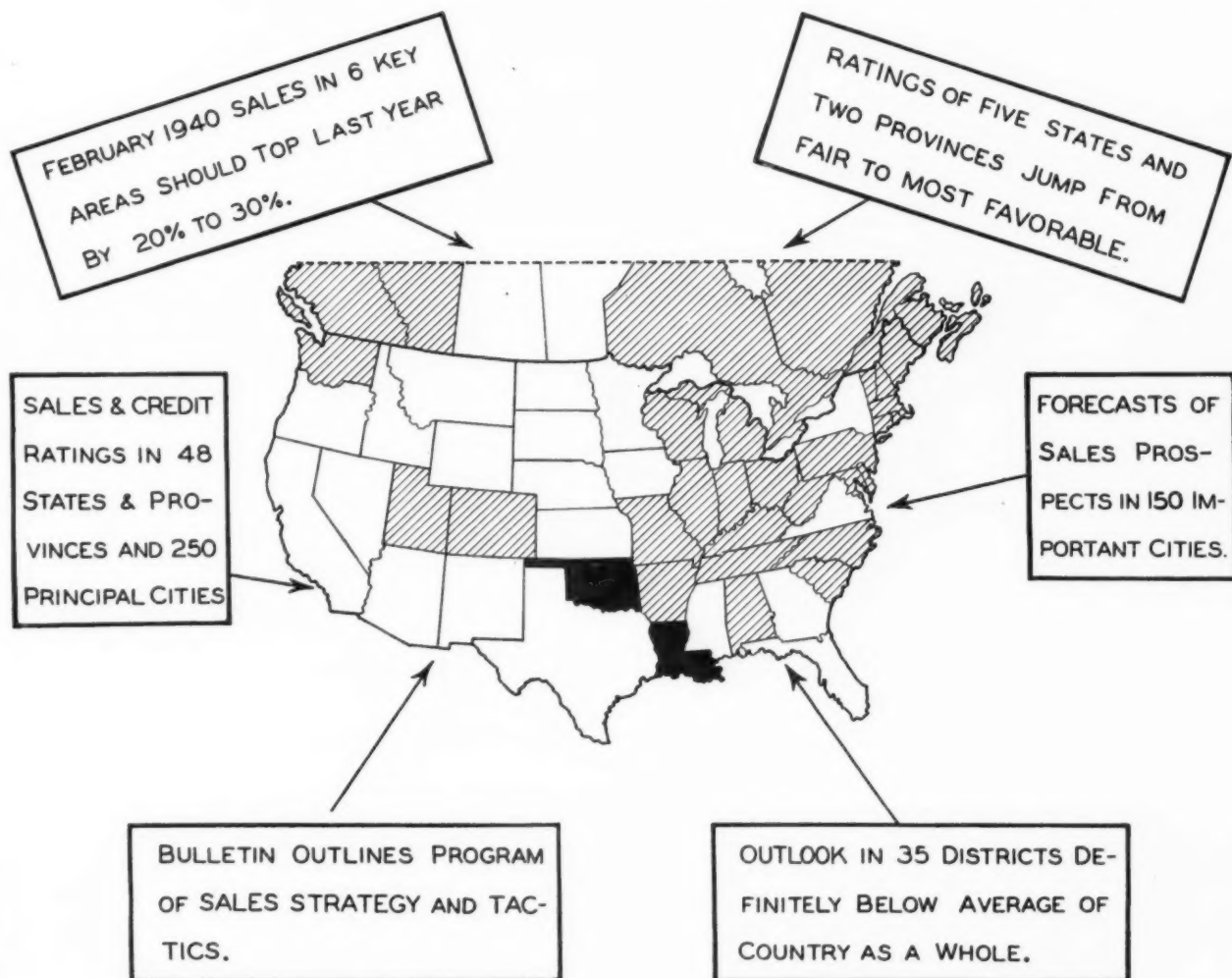
## British Ready to Buy Heavily

Noteworthy in this regard are the tremendous buying resources of the British and French Governments. Aside from bank balances and earmarked gold here and in Canada totaling \$2,000,000,000, the British Government is constantly adding to its holdings here through sales of American securities by British holders who give the proceeds to their Government for sterling. About \$1,000,000,000 of such securities remain to be sold under the British program of expanding buying power here. The above figures do not include the approximate \$1,000,000,000 here in private British balances.

In final analysis, a scramble for American war equipment among several countries is quite possible. This would take place, moreover, in the midst of a considerably enlarged armament program of the United States itself. Present fiscal year expenditures may total \$1,600,000,000, with at least a \$2,000,000,000 expenditure likely next year. A number of neutral countries, now nervously arming, have been turning to the United States for planes and other war equipment, and even South America is worried about the U. S. being unable to fill South American needs under a war-stimulated economy.

SALES MANAGEMENT

# Focus Your Sales Campaigns on the Cities and States with Brightest Prospects



## CONSULT THE BABSON SALES MAP

- In what cities will you do your best selling?
- Where should your advertising budget be increased?
- How can you get the most business for your SALES DOLLARS?

**Babson's Current Management-Sales Bulletin  
Will Assist You with These Problems**

### Send today for

*Complimentary Copy of latest Management-Sales Bulletin containing this map and explaining important details.*

### -- Babson's Reports --

Div. 16-155M

Babson Park, Mass.

*Please send me, without obligation, a copy of your latest Management-Sales Bulletin containing the Babson Sales Map.*

Name \_\_\_\_\_

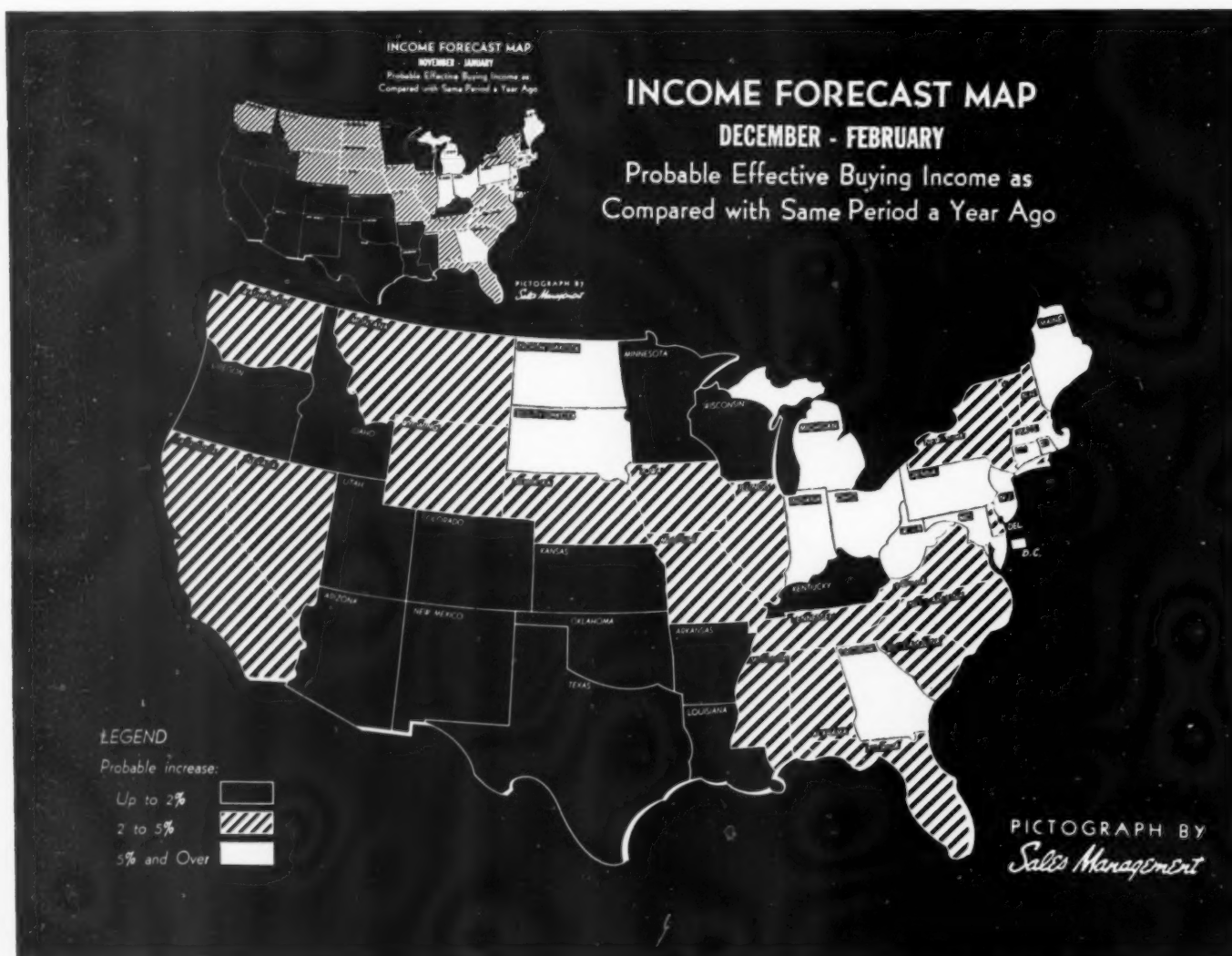
Address \_\_\_\_\_



# Current Effective Buying Income

State & Section	Ratio of Current Annual to 1938 Average	Per-Family Annual, 12 Months to Date in Dollars	Gain, in millions of dollars since January 1, 1939	3-Month Forecast (1) ★ Fair ★★ Good ★★★ Excellent	State & Section	Ratio of Current Annual to 1938 Average	Per-Family Annual, 12 Months to Date in Dollars	Gain, in millions of dollars since January 1, 1939	3-Month Forecast (1) ★ Fair ★★ Good ★★★ Excellent
Connecticut.....	108.1	\$2,767	80.6	★★★	North Carolina.....	102.5	\$1,460	22.9	★★
Maine.....	107.1	2,057	27.0	★★★	South Carolina.....	104.3	1,227	18.5	★★
Massachusetts.....	108.4	2,897	229.3	★★★	Virginia.....	104.3	1,695	37.0	★★
New Hampshire.....	102.0	2,051	4.8	★★	West Virginia.....	106.0	1,580	33.5	★★★
Rhode Island.....	106.0	2,756	25.8	★★★	South Atlantic.....	104.9	1,762	290.5	★★
Vermont.....	103.2	2,256	6.2	★★	Alabama.....	104.2	972	23.2	★★
New England.....	107.5	2,691	373.7	★★★	Kentucky.....	96.8	1,224	-24.6	★
New Jersey.....	106.2	2,747	158.1	★★★	Mississippi.....	102.4	703	7.8	★★
New York.....	103.0	3,162	290.6	★★	Tennessee.....	104.7	1,524	41.1	★★
Pennsylvania.....	107.3	2,368	360.1	★★★	East South Central... Arkansas.....	101.9	1,130	47.5	★
Middle Atlantic.....	104.7	2,823	808.8	★★	Louisiana.....	101.2	1,097	5.7	★
Illinois.....	103.9	2,373	171.8	★★	Oklahoma.....	99.7	1,418	-2.1	★
Indiana.....	109.4	1,817	131.6	★★★	Texas.....	98.6	1,624	-13.0	★
Michigan.....	115.2	2,605	405.7	★★★	West South Central... Arizona.....	100.2	1,709	10.2	★
Ohio.....	109.1	2,285	324.4	★★★	Colorado.....	100.9	2,046	1.9	★
Wisconsin.....	101.0	2,271	16.0	★	Idaho.....	100.8	1,894	4.0	★
East North Central... Iowa.....	107.4	2,300	1049.5	★★★	Montana.....	100.7	2,028	1.5	★
Kansas.....	104.2	2,115	54.2	★★	Nevada.....	103.3	2,124	9.2	★★
Minnesota.....	101.7	1,646	13.4	★	New Mexico.....	102.4	2,845	1.7	★★
Missouri.....	101.5	2,472	22.2	★	Utah.....	101.3	1,645	2.1	★
Nebraska.....	104.6	2,038	84.2	★★	Wyoming.....	101.9	2,166	4.7	★
Nebraska.....	104.0	1,703	22.5	★★	Mountain.....	103.9	2,684	5.7	★★
North Dakota.....	106.2	1,721	14.6	★★★	California.....	101.6	2,045	30.8	★
South Dakota.....	105.5	1,638	13.8	★★★	Oregon.....	102.3	2,795	100.0	★★
West North Central... Delaware.....	103.5	2,008	224.9	★★	District of Columbia...	101.4	2,208	8.1	★
Delaware.....	103.2	2,444	4.5	★★	Florida.....	103.5	2,424	34.7	★★
District of Columbia...	106.1	3,997	28.9	★★★	Georgia.....	102.4	2,637	142.8	★★
Florida.....	102.1	1,959	15.2	★★	Maryland.....	104.7	2,216	2978.7	★★
Georgia.....	106.4	1,458	57.2	★★★					
Maryland.....	108.0	2,557	72.8	★★★					

(1) Based on expected percentage change from state's income same period preceding year.



# *attention!*

FOOD MANUFACTURER,  
AGENCY EXECUTIVE,  
RADIO TIMEBUYER . . .

*Ask WOR today for your copy of  
"Hand to Mouth". . . the most complete,  
impartial, timely study of Food and Radio  
offered by any station anywhere*

In "Hand to Mouth" WOR impartially reports the answers of Metropolitan-New York's top-flight food brokers, grocers and super-market operators to such questions as . . .

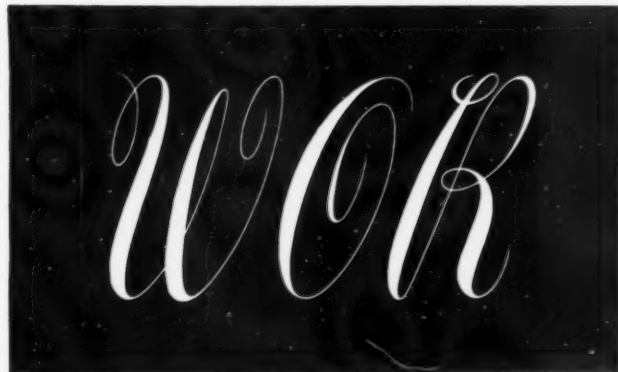
★What type of advertising (more than any other) do you believe most effective for a well-established grocery-store product?

★What type of advertising (more than any other) would you recommend for a new grocery store product?

★Have you stocked new brands or products because of customer demand traceable to advertising? If so, what form of advertising has been most effective in building this demand?

★What radio station is the best buy for a food advertiser?

Here are but four of the many vital questions answered frankly and completely by the people whose cooperation means dollars and cents to you!



★What do such successful food brokers as—Prince, Keeler & Co., J. M. McNiece, Seggerman-Nixon Corp. and many others think of food advertising and radio? They tell you in the pages of "Hand to Mouth."

Do you know that 50% of all independent grocers interviewed for WOR had radios in their stores—and 22% of these radios were dialled to WOR? Only 18% were dialled to the next major competing station.

"HAND TO MOUTH" IS JAMMED TIGHT WITH vital information that belongs on the desk of anybody concerned with the sale of grocery products—or anything else!

*Our Address is 1440 Broadway, in New York*

NO ADVERTISING CAMPAIGN IS COMPLETE WITHOUT WSM



## WELCOME, PRINCE ALBERT!

Millions of loyal listeners and many new friends are now hearing a part of WSM's Grand Ole' Opry over 24 Southern NBC Stations. This program, a half-hour show, is sponsored by the R. J. Reynolds Tobacco Company, makers of Prince Albert. "The National Joy Smoke."

In choosing their talent, Prince Albert first determined America's program preference. Research disclosed that despite the mechanized sophistication of today America still has a heart of homespun.

WSM's staff of 250 diversified artists are capable of putting on any type program for any product or any audience. But talent is only one consideration. 50,000 Clear Channel Watts plus alert merchandising methods are two other factors that make WSM's shows a success . . . a success determined only by a very definite sales increase. May we show you facts and figures that will sell your product?

NATIONAL REPRESENTATIVES, EDWARD PETRY & CO., Inc.





# Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending December 1, 1939:

## Purchasing Power Equals 1929

RECOVERY FORCES HAVE ATTAINED sufficient vigor to boost the national income level to the highest rate attained in many years. The set-back early this year was enough to prevent the 1939 total from equaling the 1937 level which was the top of the previous recovery period, but Mr. and Mrs. John Q. Public have now for several months been earning at a rate even higher than 1937.

More important than mere income is what the income will buy. As Brookmire points out currently, while this cannot be exactly expressed in pounds or yards or other measures of goods, the trend of purchasing power can be roughly computed and clearly shown by putting the dollar income figures on an index basis, letting a given year equal 100, and dividing that by a cost of living index for each year, which gives a purchasing power index. With 1929 equaling 100, Brookmire computations show the following full year averages:

	Purchasing Power
1929 .....	100
1933 .....	76.5
1937 .....	100.3
1938 .....	94.0
1939 (estimated) .....	100.2



The only qualification to the above figures is that buying power *per capita* is not quite back to the 1929 level, since there has been a 7% increase in the country's population in the interval.

In this Brookmire *Commentator* from which we quote above (issue of November 18) is included a study of national income going back to 1914 which shows that once an up-trend is established, the movement tends to continue over a period of years. All through the period since 1914 there has been a tendency in times of recovery for income to expand for two years running, to be followed by one year of pause or reaction. The editors maintain that a study going back even further in our national history reveals a similar tendency to move up two years and then pause one.

## Next Year's Business

OUR EDITORIAL CORRESPONDENCE shows that quite a number of business executives seem to have been thrown for a backward loss in their sales planning because they have misinterpreted some of the economic forecasts in SALES MANAGEMENT, other periodicals and economic services. For example, most of the economists in governmental and private circles have been throwing out a note of caution about a coming decline in production. There is nothing alarming about this and it is something to be expected in every forward movement. Business never shoots up vertically nor does the stock market or any economic indicator. Instead, it goes up by a series of steps. Some of the landing places are not horizontal but are inclined slightly downward. Perhaps even a better way of expressing it might be taken from one of the paragraphs immediately above: Broadly speaking business takes two forward steps in a recovery period and one backward step.

DECEMBER 1, 1939

It is the first quarter of next year which seems to worry many business men. They have seen or heard prognostications that business would be off 10% or even 15%. That sounds very alarming to them and their senses of discretion and protection are quickly translated into a lowering of sales objectives and a decline in sales and advertising expenditures.



But here's the interpretation that SM editors make of the situation: Business as measured by the Federal Reserve Board Production Index has had one of the sharpest recovery periods on record. Starting with a low of around 85 early this year, the index has climbed to about 123. In the last few months of the recovery movement it is doubtless true that production has increased more rapidly than distribution and that there has been an up-trend in inventories and that these inventories will have to be worked off.

What seems to be forgotten is that production during the first quarter of this year was under the 90 level. Let's assume that it goes down 10 or 15% from the present level of 123 which would bring it somewhere around 105. The comparison, in our opinion, ought to be with the 85 to 90 figure of the first quarter of 1939 and on that basis there should be no room for much gloom or despondency.



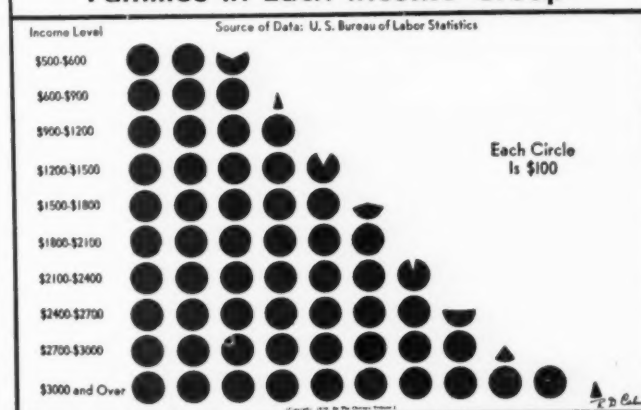
The Babson's Reports in the current issue states, "Production has led the way. The next step is for distribution to take its turn at business betterment. The sales forecast brightens. Taking an average for the first quarter of 1940, we look for an increase of about 10% over the same period of last year. This refers to sales volume in terms of dollars.

"Christmas and holiday prospects appear the best in many years. This impetus should carry through the first quarter. Therefore, if your salesmen later note a quieting of industrial and productive activity, do not retreat. *Any such turn should throw no immediate bomb into trade or general sales, which should be carried along by previous momentum well through March.*"



Preliminary indications are that November department store sales were the greatest for any month since the Spring of 1931. Consumer buying generally, led by automobile

## Annual Amount Spent for Food by Families in Each Income Group



sales so brisk that dealers throughout the country are operating with less than two weeks' supply of cars, is steadily expanding in reflection of higher farm prices and income and mounting employment and pay rolls in industrial centers. Not since April, 1937, has the dollar volume of private residential building equalled the total for October, according to F. W. Dodge Corp. Permits for *future* building that month were up 21% over the same month last year. The dollar volume of retail sales for new passenger car sales for October was 72% higher than October of last year—and 15% higher than in October, 1937, despite the inability of dealers to deliver the Chrysler line of cars because of the strike in that company's plants. With no Chrysler cars available, the deliveries of all cars for the first ten days of November were 20% ahead of a year ago.

★

When the war began, and sugar went up, the Nedick chain stores in New York boosted the price of their candy, gum, and mints from the long prevailing three for ten to three for twelve. . . .

Last week Nedick candy, gum and mints went back to three for ten. We emphasize this relatively minor item because we think it is indicative of a major item, which is that our recovery is not strongly tied up with the war.

★

Election of Philip D. Reed as chairman of General Electric makes history paralleling that when U. S. Steel elected E. R. Stettinius, Jr., to its highest office and Johns-Manville put Lewis H. Brown in its presidency. When a business statesman of Owen D. Young's stature passes on the mantle of his great industrial office, all the world should take note of his successor—a man just turned forty on the day of his election. One might caption the news "Young to young." But one who knows Phil Reed as intimately as do the editors of SM will offer hearty congratulations to Mr. Young who already knows his Mr. Reed. The rest of America will soon be likewise proud of GE's Philip Reed, whose career proves that *young* men, starting at the bottom of the business ladder, can still rise to the top of even the biggest concerns.



Philip D. Reed

## Where Are The Big Inventories?

IT IS PERFECTLY TRUE that neither through the government nor from private reporting services is it possible to get a complete current picture of the inventory situation. Therefore there may be sound reason for some of the predictions of a decline in business based on the assumption that production is greatly outrunning distribution—or there may be no grounds for these fears. It is definitely true that none of the current figures shows any indication that business is getting itself into the bad maladjustments which caused the 1937 recession. Prices in most lines haven't risen sharply enough to cause people to expand inventories greatly because of the fear of high prices.

★

In specific lines of trade, studies do not indicate a bad inventory situation. For example, Dun & Bradstreet in a November 14 survey point out that retail drug sales are at the 1937 level but that both inventories and prices are

lower. Despite the wave of orders in September, a report by the United States Department of Commerce for the end of that month showed a decline of approximately 8% in the cost value of manufacturers' stocks as compared with last year. The National Industrial Conference Board says, "Manufacturers' stocks of both finished and semi-finished goods declined sharply in September as production of fabricated materials lagged behind shipments." Since January, 1938, the volume of finished goods in the hands of producers has declined about 10%.

★

The steel industry has had a bigger upturn than almost any other and yet *Iron Age* said last week that so far the industry is unable to detect signs of a backing up of the flow of steel from the mills to the ultimate consumer. Raw cotton consumption was the best for any October in over a decade. Consumption of chemicals last month hit a new peak since May, 1937. Engineering construction awards were the second highest for the year and private awards topped their respective 1938 volume for the tenth consecutive week.

★

★

★

## A Put-It-in-Print Program Would Aid Publishers

The American Institute of Graphic Arts—among other organizations—will recognize next year the 500th anniversary of the invention of printing.

It was more than a coincidence that John Gutenberg's invention came at the end of the Dark Ages and the beginning of the Renaissance.

There is a lot of truth in the Institute's statement that this invention, in this period, ". . . has contributed more than any other to the progress of civilization."

Printing has helped develop commerce, too. Most of the annual expenditure of \$1,500,000,000 for advertising in this country, for example, is through printed media.

But printing is no longer the *only* medium of mass communication and persuasion. Nor are we persuaded *en masse* today entirely through the eye.

In October of this year there were some other anniversaries. One was the fiftieth of the motion picture. Another was the 20th of Radio Corp. of America.

Talkies today are employed in dozens of ways by hundreds of companies. . . . Radio as an advertising medium has grown even more.

It is only 43 years since Guglielmo Marconi first used high frequency wireless telegraphy; less than 20 since the first public broadcast; only a dozen since the first nationwide broadcast. . . . In contrast with printing, broadcasting is very young.

But it is old enough to have proved itself. It has become, among other things, a \$200,000,000-a-year advertising medium.

The print people have been slow to take radio seriously. It was only a flash-in-the-pan. Since people could listen for only a short while a day, and only to one program at a time, radio would be "saturated" soon. A few of the better-timed, more interesting programs would have audiences. The rest must fail. . . .

But still radio grew. And still radio grows. It is growing this year several times as fast as newspapers or magazines.

Radio will not supercede printing—however the "Lone Rangers" and "Charlie McCarthys" may appear to dominate us. There is a place for both radio and printing in the promotional scheme. But radio is still pioneering. It is still aggressive—still finding new and better ways to tell its story. Radio is out to get an even bigger and stronger place than it has.

The publishers today are less aggressive. Perhaps they are bound too much by their 500-year-old tradition. At any rate, they experiment and explore less vigorously, for reader interest and advertiser value.

Tradition alone will not butter any bread. Publishers must set out to prove to advertisers, for example, that it *pays to put-it-in-print*.

Printers and publishers should regard 1940 not merely as the 500th anniversary of the birth of printing but as the year of the *rebirth* of printing.

Advertisers should find new and better ways to promote-it-in-print.





Baker

SAMUEL F. BAKER, until recently general manager of Anchor Stove & Range Co., New Albany, Ind., has joined Williams Oil-O-Matic Heating Corp., Bloomington, Ill., as general sales manager. In his new connection Mr. Baker will be responsible for the sales of Oil-O-Matic oil burners, Ice-O-Matic refrigeration and Air-O-Matic air conditioning equipment.

G. D. ANDREWS, who has been associated with Celotex Corp., Chicago, since 1928, has been appointed sales promotion manager of the company. Prior to his appointment, Mr. Andrews was a member of the Celotex merchandising staff engaged in organizing and directing national sales promotion programs. He was at one time a member of the company's general sales department in charge of farm promotion.



Andrews



Brown

HARRY BOYD BROWN, national merchandising manager for Philco Radio and Television Corp., Philadelphia, has been placed in charge of all Philco air conditioning activities, it was announced during the last fortnight by Larry E. Gubb, Philco president.

CHARLES E. WILSON, executive vice-president of General Electric Co. since 1937, has been elected president of the company to succeed Gerard Swope, retired. Philip D. Reed, assistant to the president, has been named chairman of the board of directors of General Electric, succeeding Owen D. Young who is also retiring. Effective January 1, Messrs. Swope and Young will become honorary president and honorary chairman of the board, respectively.



Wilson

## NEWS REEL



Ralph

T. M. RALPH, who joined the Remington typewriter sales organization in 1927, has been appointed sales manager in charge of standard machines for Remington-Rand, Inc., New York. His appointment coincides with two other sales staff promotions announced last month by the company: S. L. Hooper as sales manager of the noiseless machines division, and R. V. Schliebner as sales manager of the newly created typewriter agency division.

T. H. BELLING is new general sales manager of Fleming Mfg. Co., East Providence, R. I., manufacturers of Fram motor oil. Mr. Belling was formerly assistant sales manager of Black & Decker Mfg. Co. and for the past five years was Chicago branch manager for that company and Van Dorn Mfg. Co.

*Photo of Mr. Ralph by Harris & Ewing*



Belling



O'Brien

W. E. O'BRIEN has been appointed sales manager of the domestic equipment department, Toastmaster Products division, McGraw Electric Co., Minneapolis, and B. M. Riker has been named sales manager of the commercial equipment department. Until recently assistant sales manager of the company, Mr. O'Brien joined McGraw Electric Co. in 1934. Mr. Riker was formerly assistant sales manager of the division which he now heads.

GEORGE C. SPITZMILLER, for the past few years vice-president and eastern division sales manager of Best Foods, Inc., has been named to the newly created position of general manager of the company's central division, with headquarters in Chicago. William O. Dillingham, who has been with Best Foods since 1925, succeeds Mr. Spitzmiller as eastern sales manager.



Spitzmiller





Charles P. Gulick

A spare time selling job led Charles P. Gulick to his present position of board chairman and largest stockholder of National Oil Products. He began as an accountant with National Oil and Supply Co., selling in his leisure moments. He soon found that he was making more money as a salesman than as a bookkeeper, so he abandoned the accounting.

Later he bought the Turkey Red Oil Co. for the sum of \$500. It had one product and one employee. Within a short time Mr. Gulick had established a research laboratory, inaugurating a policy of "Research Gets Results," which was the forerunner of National Oil's present trade-mark "Evolved Through Research." Today the company has several laboratories, which have developed thousands of products, sells to scores of industries. Chairman Gulick has maintained a policy of listening attentively to suggestions from all his hundreds of employees—including the office boy.



BY

JAMES S.

LITTLE



## "Dear Fellow Worker": Charles Gulick's Letters to His Employees

The chairman of the board of the National Oil Products Co. talks informally to the "help" about their problems—and his problems—thereby building loyalty and understanding.

**A** LABORER one day last month wrote to the chairman of the board of his company:

"I enjoy your letters very much, and the next time you come to San Francisco please look me up at the plant."

A joke? Not a bit. Because the board chairman of this particular company fully intends to make it his business to see this \$5-a-day laborer the next time he visits the Frisco plant!

And, most likely, when Charles P. Gulick, chairman of the board of National Oil Products Co., Harrison, N. J., visits any one of his company's five plants he will be glad to have grimy faced, grease-stained workmen grasp his hand and thank him for "his letters." And if he walks through the "white collar belt" upstairs or the executive offices, he will probably get the same greeting.

For, twice a month Board Chairman Gulick sits down and takes time from his many duties to write a personal, friendly "talk" in the form of a letter to each employee—from the president to the old bootblack, Lonnie, who has been with the company since Mr. Gulick founded it before World War No. 1.

This letter doesn't go into pay envelopes nor is it sent around as a stiff office memo. Each employee gets the letter at his home, just as he would a letter from a personal friend. That is what Mr. Gulick is trying to be—"a friend." However, the employees get more kick out of this letter because it is not only friendly, but also informative.

What can a board chairman write about that will interest his employees—so interest them they will not feel he is "talking down?" This was never a problem for Mr. Gulick, he knew just what he wanted to say.

But first, a glance backward to the

origin of these letters and the reasons behind them.

Two years ago Mr. Gulick, absent mindedly twirling the dials of his radio, tuned-in on an address by a well known advertising man. It was a vehement attack on American business, its relation to employees and its relation to the government. The speaker suggested that the future of America—fortunately in his opinion—would rest someday in the hands of these "disgruntled, employer-hating masses."

The fact that such an attack was made did not worry Mr. Gulick. He was troubled by the thought that a man who owed everything to the American business system, a man who could lead public opinion and whose words would weigh with the masses, was talking unchallenged by business men.

Curiosity impelled him to investigate what was being done in this important field of public relations. He made one startling discovery.

Most men who know the answers to this business critic were "too busy" to answer him, but left the job to organized groups such as trade associations or patriotic-sounding groups. High-powered public relations men or run-of-the-mill publicity groups were doing the job of the men who had most to gain by telling the truth to their employees.

This leads back to the question—What can a board chairman write that will interest every one of his workers?

Believing what the average man knows least about (and what affects him most) is his job and his economic future, Mr. Gulick reasoned "why not tell them some of the economics I picked up in 40 years of business experience?"

He decided on an experiment. Other companies had tried the same idea by using elaborate folders and brochures. Others had written monthly messages

in house organs and magazines. Mr. Gulick decided on a personal letter, direct to employees' homes where they were sure to get it—with enough leisure to read it in peace.

So one day he wrote his first letter, an introduction to the series, explaining his motive in coming into their homes via the printed page. Letters, he explained, were to be "from me to you."

"Many years ago when this company was much younger, I knew all of you well enough to call you by your first names on sight, and in many instances I knew various members of your families. This was in the days when NOPCO had only about a half dozen or a dozen employees.

"Today it is physically impossible to know you all and to talk to you as intimately as in days gone by. But because I cannot talk to you vocally, it seems to me no reason why I should not talk to you in writing."

With this introduction, he explained his first letter and the series to come.

### "Boy, That's Good Stuff . . ."

Other letters titled variously "Who Are Business Men?" "Establishing and Building a Company," "Where Does the Money Come from to Run a Business?", "Who Sets the Price of Goods?"

Disregarding the few replies of obvious self-seekers and those wanting to curry favor with the "boss," the response to his messages were amazingly honest and sincere. The employees started to take an interest in their company, wanted to know more about its operation. Letters came in from plants at San Francisco, Cedartown, Ga., Chicago, and Emeryville, Cal.

"These talks are fine. The last one was a gem . . . particularly inspiring . . ."

"Eagerly awaiting every talk and I suggest that every American company do the same . . . will greatly aid in lessening the present friction between employer and employee. . . ."

"This was a wise move. . . ."

"I think we 'the fellow workers,' are very fortunate. . . ."

"Boy, that's good stuff. . . ."

And one woman wrote:

"My husband says he'd like to meet the guy who writes such letters. He must be all right to work for."

Answers had their humorous side, too. One man wrote—complaining:

"Before you started to write these letters my wife never touched my mail. Now she opens every letter, hoping to find another from you."

Some employees have taken advantage

of his request to "hear from" those who disagree with him. One man wrote in disagreeing violently with a statement. Mr. Gulick invited him up to the office and, over a cigar, they straightened each other out.

Mr. Gulick considers this a step forward in public relations. He feels that there would be less fertile ground for

alien viewpoints and violent class feeling if a better understanding were developed among men and employers.

He is hoping that not only his company will benefit from his ideas, but also many companies similar to his: Companies that are too big for intimate personal contact between officers and their employees and their families, but



Said Chairman Gulick, himself a NOPCO veteran of 32 years, "when an employee has served as long as 15 years with one company, he really becomes a part of the 'family.'" So, in May of this year, he helped organize the "15 Year Club," in which only requirement for membership is length of continuous service. Rewards include an extra week's vacation with pay each year, and a gold medal which Chairman Gulick (standing at right) is here presenting to charter members of the Harrison plant club.

## Excerpts from Some of Chairman Gulick's Chats with His "Family"

### TALK NO. 1: WHO ARE BUSINESS MEN?

January 23, 1939.

Dear Fellow Worker:

A business man is one who invests his own money in an enterprise which gives employment to other people or to himself.

A man who is paid by the Pride Fuel Co. to drive a truck is an employee. If he saves enough money to start a trucking business for himself, he becomes a business man. To do that he will need enough money to rent or to buy a truck, to pay the expense of operation, and to feed and clothe himself until he gets enough business to keep him going.

When this truck driver becomes a business man, he is pretty much the same fellow that he was when he was employed by Mr. Pride. He looks the same, he buys in the same stores, has the same friends. If he was an earnest, honest worker for Mr. Pride, he will continue to be that. If he was a dependable and sympathetic friend, he will continue to be that. If he was the kind of fellow who took advantage of his friends, he probably will continue to take advantage of people. . . .

There are a great many men and women in America who go into business in another way. They don't start stores or factories or trucking businesses. They don't give up their jobs to go into business. They keep their jobs, but they invest their money in

stocks or bonds and, thus, while working for one company, they help to finance other companies. By this method they invest their savings in a business, become owners of some small part of that business and risk their money with the hope of getting some profit. The money so invested helps to make jobs for other men and women and thus creates employment.

A man who buys one share of Telephone Co. stock, or one share of General Motors stock, becomes a part owner of the Telephone Co. or a part owner of the General Motors Corp. He is helping to make jobs for phone operators or for automobile workers, and is, therefore, an employer. He is investing his money in business with the hope that it will bring him a profit—and so he is a business man. . . .

### Employees and Business Men Are Much Alike

The processes of becoming a business man or a doctor or a millwright or an electrical engineer do not alter the character of a man because character is established by the time a man is fully grown. If his character is weak or bad to begin with, it will be bad whether he works for himself or for someone else. If his char-

(Continued on page 66)



who are too small for extensive public relations programs such as General Motors, American Telephone and Telegraph and U. S. Steel practice.

It is Mr. Gulick's opinion that the working masses do not subscribe to nor read many of the publications in which these pertinent matters are discussed. His objective, therefore, is to digest, condense and translate much of this matter into simple language and "talk" it to his employees.

He has conducted considerable employee research, and has learned a lot of things NOT to do. The working masses resent much printed matter. They realize its costliness, and have many times indicated they would rather have that money in their pay envelope. This criticism has been surmounted by having the "talks" mimeographed within the plant on rough mimeograph paper, in facsimile typewritten form, so that each man who receives it feels he is getting a personally dictated letter from "the Boss."

Says Mr. Gulick: "Most of us executives discount the value of matter sent directly through the mail to the homes of our employees because we are confused by the thought that the mails are already overcrowded with literature, direct mail sales letters and multitudinous other things. While it is true that those of us serving on one or many

boards are automatically on one or many 'sucker lists,' we forget that this is not true of our working people. My research has shown me that the mail they receive is fairly meager in proportion, and unlike many of the rest of us they *do* read it. This is especially true in the case of mail received by them from the company they work for, and it is more than true if this mail happens to be from 'the Old Man.' It is important however, that such matter be friendly in tone, and informative in content.

"I have purposely refrained from copyrighting these 'talks' in order that business men anywhere who might so request might have them for use over their own signatures to their own employees.

"My company never has had a strike, a bit of union trouble or any dissension," he says. "I could go on avoiding these problems and make no attempt to create a better understanding between American business and American workers. Probably this company would never be affected.

"However, I feel this is a step in public relations that is applicable to any company—large or small. It is a plan, I believe, that is 'the stitch in time' that may lead to a broader understanding of what we 'bosses' are trying to do in keeping a business together."

## Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Billboards and Dealer Helps]

### Sky Blazers

Continental Baking Co., N. Y., starts a new program for its Wonder bread over 48 stations of the Columbia network December 9.

Called "Sky Blazers," the half-hour, weekly period will "dramatize true daring exploits in the lives of famous airplane pilots." Phillips Lord, creator of "We the People," "Gang Busters," etc., will write the scripts.

"Pretty Kitty Kelly" continues on the CBS air of 45 stations (Monday to Friday mornings) in behalf of Wonder bread and Hostess cup cakes.

Benton & Bowles, N. Y., is the agency.

### Broccoli and Celery

Seldom do fresh vegetables bust into advertising columns. D'Arrigo Bros. Co., Boston, is, however, shooting the works on the largest campaign in its history for Andy Boy fresh broccoli and Pasqual celery.

Nine Yankee network stations, plus

WHDH and WCOP; seven New England newspapers, including half pages in color in the Boston Sunday Post and Boston Sunday Globe; and subway posters in Boston comprise the schedule. It will run until June 1, 1940. Harold F. Lewis, Boston, is the agency.

D'Arrigo is a subsidiary of the San Jose, Cal., company of the same name. It is one of the largest growers and distributors of fresh vegetables in the country.

### Red Cedar Shingles

Once shingles were just shingles. Red Cedar Shingle Bureau, Seattle, was formed to persuade the public that standardized grades of red cedar are the *ne plus ultra*. Its members represent 90% of the producers.

National ads for its Certigrade shingles are appearing in *S.E.P.*, *American Home*, *Better Homes & Gardens*, and a long list of farm publications. Botsford, Constantine & Gardner, Seattle, are in charge.

Backing up the consumer publicity is a dealer service staff, two talkies for dealers and their customers, a house organ, and an abundance of display material. A contest for dealers has just been concluded. It offered cash prizes for effective window and counter displays, and other sales ideas. Prize-winning ideas will be employed in next year's dealer help program.

Among the booklets supplied to the 23,000 retail lumbermen, exclusive agents for Certigrade shingles, is one titled "Annabelle the Certigrade Cow." She lived in a comfortable barn (roofed with Certigrade shingles, of course) "so that all she had to do was to make lots and lots of rich milk and win the blue ribbon at the annual fair." Over 120,000 farmers have requested copies of the amusingly illustrated life of Annabelle.

### Spam

From a single page in *Time* in February, 1937, Spam has climbed to a leading position among national meat advertisers. Geo. A. Hormel & Co., Austin, Minn., had previously tested the canned meat product in a few newspapers.

Today Spam is plugged by space in *This Week*, *The American Weekly*, *S.E.P.*, *Time*, *Collier's*, *Family Circle*, *Woman's Day*, *Ladies' Home Journal*, *Better Homes & Gardens*, *National Geographic*, *Life*, *Look*. A recent splurge in the last two picture magazines spread over four pages each. "It Happened in Hollywood" on 38 CBS stations five days a week adds to the Spam barrage. BBDO is agency.

As is fairly well-known by now, the trade-marked name Spam was coined by Kenneth Daigneau, a radio actor and brother of Hormel Vice-President Ralph H. Daigneau. Shoulder meat and ham go into the product, so Hormel couldn't call it ham. A prize of \$100 was offered to employees for a name, but Brunch was the best suggestion—and it wasn't good enough. Then Mr. Daigneau from N. Y. dropped into the Hormel plant for a single day's visit. He offered Spam, and pocketed \$100 easy as pie.

### Tailor-made Smoke

Your height, your chest, the shape of your nose, as well as your smoking habits, should determine the size and shape of your pipe. So says F. G. Kirsten, professor of aeronautical engineering, University of Washington, and head of Kirsten Pipe Co., Seattle.

The pipe which he invented (see SM, June 1, 1939) is currently advertised in *Fortune*, *Time*, *Esquire*, *New Yorker*, *Newsweek*, through Pacific

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National Ad Agency, Seattle. Readers are invited to send for a "Smoking Analysis Chart."

Checking physical characteristics, temperament ("nervous, moderate, placid"), how the pipe is puffed (fast, slow, regular, irregular), how long a pipeful is wanted to last (under 10 minutes, over 30 minutes, etc.) and whether most smoking is done indoors or outdoors, gives a score. This score indicates "scientifically" the size and style of Kirsten pipe which should be ordered.

The Kirsten has always been made in different sizes to fit different manners of smoking, with "proper fit the right relationship between the speed of smoking and the radiating capacity of the radiator."

### Seeing America

"It's a great year to see America" is the opening refrain of Eastern Air Lines' travel series appearing in full and half pages in newspapers of N. Y., Chicago, Washington. Subsequent ads tying on to the national effort by Air Transport Industry will run in papers of 32 cities along Eastern's routes. "It Pays to Fly the Great Silver Fleet" is the theme of the latter series.

Federal Advertising Agency, N. Y., is in charge for Eastern.

### Wassail!

Since time immemorial, December has been the merriest month of the year for the liquor industry. With sales better than double those of any other month, advertising effort reaches its peak too. Here is an outline of the holiday programs of major liquor concerns:

National Distillers uses double-page color spreads in magazines (through Arthur Kudner) for its "Four-Most" bonded whiskies, Old Taylor, Mount Vernon, Old Grand-Dad, Old Overholt. All have been reduced in price.

General Baking Co., through B B D O agency, invites the public to "tell the advertising people what you think of their ads" by a test series for Bond bread in the Syracuse *Herald-Journal*. Prizes totaling \$250, with \$100 as top, are offered for judging six typical layouts each of which stresses a particular Bond bread appeal. BBDO executives cite several advantages of the copy-testing contest: It is an easy and inexpensive way to do an actual consumer contest; it makes contestants read six different Bond ads; it grades the various appeals. The layout receiving the largest number of votes will appear as a page ad, together with the names of contest winners. Schedules in other cities depend on the Syracuse results.

Overholt is claimed to be the largest-selling bonded rye, and Grand-Dad the largest-selling bonded bourbon.

"Old Angus," National's Scotch, will wish readers "the season's best" in magazines, and Don Q Puerto Rico rum will be suggested "for holiday entertaining" through Lawrence Fertig agency. Virtually all the company's other brands, from the lower-priced Crab Orchard and Windsor bourbon, Town Tavern rye, National's Eagle, to Lanson champagne, don holly and mistletoe in newspaper and magazine space. Old Crow bonded rye and bourbon and Gilbey's gin get color pages in magazines. Outdoor painted bulletins and car cards supplement in such markets as Chicago, Boston, N. Y.

# WIN \$100.00

## IN NEW EASY AD-QUIZ GAME

PICK THE BEST AD!  
FIRST PRIZE . . \$100.00  
SECOND PRIZE . . \$25.00  
25 PRIZES of . . . \$5.00



**WE TELL YOU WHY BOND TASTES BETTER**

**MILK**

**PUBLIC TOWN**

**BE SLENDER**

**KNOW WHICH BREAD IS BEST**

**It costs no more to give your child the best!**

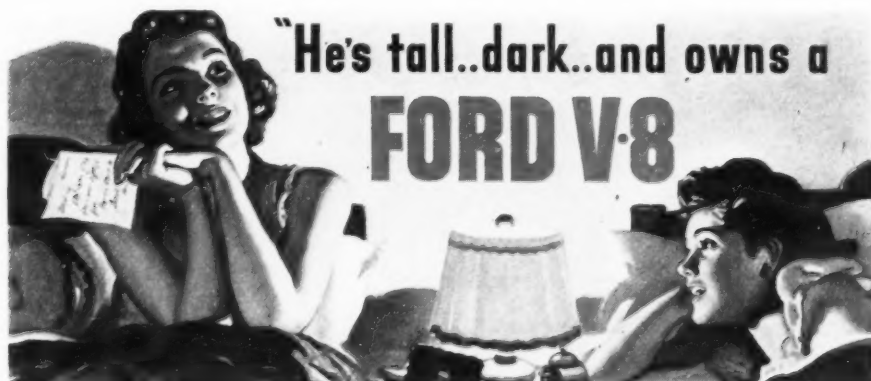
Fill in coupon! Mail to Bond Bakery before midnight Monday

IT'S A GREAT NEW GAME! There's \$100 in prizes and a million dollars in fun. Many more have you wanted to tell the advertising people what you think of their ads? Time you can do so—just now. Start your quiz here!

On the page are six "rough layouts" of advertisements—clips of advertising copy and pictures. You are to pick the one you like best. One of these will be judged the best, and you will win a prize. The best of these will be judged the best, and you will win a prize. The best of these will be judged the best, and you will win a prize.

The layout receiving the largest number of votes will appear as a page ad, together with the names of contest winners. Schedules in other cities depend on the Syracuse results.

NOTE: ALL ENTRIES MUST BE IN THE MAIL BY NEXT MONDAY AT MIDNIGHT!



First award at the tenth Annual Exhibition of Outdoor Advertising Art went to this story-telling poster of Ford Motor Co. Hayden Hayden was the artist; McCann-Erickson, Inc., the agency; McCandlish Lithograph Co. executed it.

Seagram repeats its painting "Come, Landlord, Fill the Flowing Bowl" in color in magazines, and in b. & w. in newspapers of 100 cities. Warwick & Legler, agency in charge, also headlines "Only 'the Finest' Is Fine Enough for Christmas."

Calvert (Benton & Bowles agency) takes double-page spreads in *Collier's*, *Life*, *Time*, illustrating "The Perfect Gift"—Lord Calvert, Special and Reserve. Some 340 newspapers carry copy on the last two brands also. Plus car cards in N. Y., Chicago, San Francisco, Los Angeles.

Lord Calvert, introduced last year, is additionally publicized by color space in *Esquire*, *New Yorker*, and b. & w. in *Country Life*, *Fortune*, *Town & Country* as "the gift for those who appreciate the finest."

Old Drum, Calvert's popular-priced blended whisky, will be rat-tat-tatted by color space in *American Legion Magazine*, *Collier's*, *Liberty*, in newspapers, and in three-sheet posters. A gift package is highlighted.

Schenley's numerous domestic brands, handled by Lord & Thomas and Blackett-Sample-Hummert, will appear in 500 newspapers and a long list of magazines. Its Ancient Age, Old Quaker, Golden Wedding brands have been increased in age, and Old Schenley has been reduced in price. The firm's Bacardi is plugged by a

(Continued on page 58)

# Why Nevins Quit Ramming Private Brands Down Consumers' Throats

Convinced that the philosophy of substitution was all wrong, this drug chain switched over to emphasis on national brands and set up a brand new program of sales policy. What happened when they did so is told in this article.

**A**FTER ten years of trying to build up private brands, Nevins Drug Co., Philadelphia, has done an abrupt about-face. The new policy puts a penalty on "switching" and gives an extra commission to clerks who sell nationally advertised goods.

While the new policy, once decided on, was put into effect quickly and thoroughly, it's something Nevins executives have been thinking about for some time, according to Harry Sylk, Nevins partner.

The Nevins business was founded in 1928 with one drug store, located in Philadelphia. There are now 65 Nevins stores, in Pennsylvania, New Jersey and Maryland. While the company itself grew, one of the main ideas on which it had been founded didn't pan out entirely as anticipated. The idea was to build the largest proportion of volume on private brand items; first, because company executives believed there was more profit in them; second, because they felt that was the best way to build up a regular following. Private brand articles were persistently pushed; clerks were trained to the switching practice, and paid an extra commission on sales of private brands.

After ten years of this, sales clerks still met with resistance in trying to sell a private brand instead of a nationally advertised article. People didn't come back, to the extent expected, and ask of their own accord for private brand items after being successfully "sold" the first time. The chances were that in the meantime some big name advertising had caught their fancy, or re-sold them the brand they'd been using in the first place.

Nevins were aware of all this. They

were also aware of the increasing part national advertising was playing in consumer preference, the insistence certain of these advertisers were placing on the public getting in the store what it had been sold over the air or through other media, and the growing talk against substitution as a chain store policy.

But business was good, the firm was expanding—even if not quite along the lines as first laid down—and no one paid more than "discussion" attention to these straws in the wind. Mr. Sylk credits a talk with a friend as the turning-point from discussion to action.

The occasion was a business anniversary, and the friend, in congratulating Mr. Sylk, said there was only one thing about the Nevins success he didn't understand: How it ever happened when their main selling policy was based on trying to sell the customer something he didn't want.

"You," said the friend, "have mentioned how you hate fighting your way through a sales talk to get an Arrow shirt; or a shave and a hair-cut when a persistent barber thinks you should have a shave and a massage."

Persistent barbers happen to be one of Mr. Sylk's pet aversions, and, while his friend was half joking, the analogy stuck. He talked it over with the head clerk of the original Nevins store, who had heard the conversation and seemed taken with the idea of giving people what they asked for. Would he like to try it out in his store and see what happened?, Mr. Sylk asked.

The collage consists of several overlapping advertisements. At the top, a banner reads "SHOP WITH PLEASURE <sup>get</sup> it at NEVINS". Below this, a central ad says "YOU GET WHAT YOU ASK FOR AT NEVINS" and "WE DO NOT SUBSTITUTE!". To the left, there's an ad for "PEPSODENT ANTISEPTIC" with a price of 59¢. Below that is "WALDORF Toilet Tissue" for 3¢. To the right of the central ad is an ad for "BLUE JAY PLASTERS" for 23¢. Below that is an ad for "Teel" corns. At the bottom left, there's an ad for "NEW Pepsodent Liquid" for 23¢. In the center bottom, there's an ad for "FREE" Colgate's Tooth Powder. To the right of that is an ad for "MODERN SANITARY NAPKINS" for 45¢. At the bottom right, there's an ad for "BLUE JAY LIQUID" for 23¢. Various other smaller ads and promotional text are interspersed throughout the collage.

The manager pointed out the main obstacle would be in getting the sales-clerks' cooperation—they depended for part of their earnings on the commissions from the private brands. With these ideas and objections in mind, Mr. Sylk went back to the office for an executive huddle.

After a few conferences, a trial plan was worked out. It shifted the commissions from private brands to large sizes of nationally advertised goods. It also allowed for commissions on private brand items, *but only when they were sold as a companion item.*

If, for instance, a customer asked for a national brand toothpaste, the clerk still had two opportunities for extra profit by making an extra selling effort, while still giving the requested product. He could try to sell a larger size of the toothpaste asked for simply by pointing out the savings inherent in almost all drug items (which, roughly, are usually about three times the quantity for a little less than twice the price of the smaller unit). And he could, after the original sale was made, suggest a Nevins toothbrush to go with it.

The plan was tested in the original Nevins store for one month. For the

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trial period all salespeople were guaranteed the same commissions they had made the previous month, so that they would both give the test a fair trial and lose nothing personally from the experiment.

The test month was in July of this

what they asked for, but in the larger size, Nevins clerks were also able to sell a Nevins private brand article as a companion item. This, the company feels, indicates that the private brand will not be pushed out altogether; that certain of this merchandise has a place

The ethics of Nevins' announcement that "We do not substitute!" may be admirable, but motivation of the advertisement was sound business sense. More and more, the public, Nevins executives decided, is being educated to get what it asks for in stores. And even if Mrs. Consumer has been "switched" to a private brand drug store item, she probably will not remain loyal to it. By the time she gets around to replenishing her bathroom shelves, the cumulative persuasion of advertising will have sold her on asking for the national brand again.



H. Armstrong Roberts

year and during that time the manager of the store, whose commission guarantee on June's records was \$18 over and above his salary, actually made \$26 in extra money. None of the clerks made less than his guarantee, and the store's business as a whole for July was 5% ahead of June.

Next Nevins put the plan into seven selected stores in various locations for a further test through the month of August. Sales volume in all of them went ahead by 4½ to 5%; clerks made their guarantees, or more, and many of them volunteered comments on how much more pleasant it was to do business under the new plan.

Nevins set about putting the plan into effect in all 65 stores. Total sales figures from the entire chain have not yet been completely tabulated, but all indications point to a record which will compare favorably with that of the test stores. A check of purchases from national manufacturers has shown a big increase in buying of large sizes, with purchases by Nevins generally up about 30% for the first month under the new policy.

Further checks also showed that to 15% of the customers who bought

in the operation of the new policy.

Mr. Sylk, however, is of the opinion that there is not much money these days in pushing private brands. Nationally advertised brands are more heavily promoted all the time. The public is also being educated to get what it asks for in stores. He believes there is more money to be made in tying in with this trend than in bucking it, and wouldn't mind seeing all Nevins' private brands eventually eliminated.

However, the firm's policy under the new plan will be a gradual weeding out. They have already discontinued about 40 of their own brand items, from a total of about 160 originally carried. During the next six months, he estimates, they will gradually eliminate more, until about 50 or 60 remain. The survivors will be the strongest in the line from the standpoint of consumer acceptance, and those which make the best companion items.

With clerks no longer pushing private brands, except as companion pieces, Nevins will be able to tell from actual sales which items have built up a following and deserve to be retained. As demand becomes negligible on any

item under the non-switching policy, it will be taken out of the private brand line.

Mr. Sylk also points out that the profit motive back of the original private brand plan has been proved no longer true. While a little more profit can be made on substitution with two items of the same size involved, more profit can be made by trading up to larger sizes of national brands. Take an antiseptic at a 50 cent base for example:

The chain store price is 39 cents—the cost 27 cents—the profit 12 cents. The private brand antiseptic sells for less, and profit is greater: Retail price 33 cents, cost 13 cents, profit 20 cents.

BUT, by selling a larger size of the national brand, you get: Retail price 69 cents—cost 42 cents—profit 27 cents—larger than either of the other sales. Also, this sale brings more money into the store and thereby increases its dollar volume. Every time a store sells a 33-cent item, for instance, instead of the 39-cent item the customer asked for, it is getting 6 cents less of the customer's money than it otherwise would have.

### Store Profits, Buyer Saves

Instead of using selling effort to get the customer to pay less for something with a wider profit margin, why not use it to make a sale which increases both dollar volume and profit? Nevins officials feel customers will respond much more favorably toward the store that attempts to trade up rather than substitute. For in the majority of drug items the purchaser can actually save money by buying larger sizes.

All ads since the plan's inception have been built around the "No Substitution" theme, and Nevins will continue to push this idea. This theme has also been stressed in presenting the new policy to the personnel. After the test campaigns, two meetings were held, attended by all store managers and clerks. Operations of the plan were carefully explained to them, together with how the commission system worked under it. A list of the 126 nationally advertised products which would carry commissions, showing retail price, size and amount of commission, was given them. Full reports were also made on the tests in the various stores, and the employees were then asked to express their opinion of the plan.

It was given unanimous approval, and in operation has proved extremely popular behind as well as in front of the counter.

In putting the new policy on a per-

(Continued on page 67)



Wallpaper heretofore has been sold on a pig-in-a-poke basis, with price the first—and often the only—consideration. Manufacturers' names never appeared. Now United in a nationally advertised campaign puts its cards on the table and its name on every roll of paper. This page appears in every catalog containing its papers.

**End Guesswork**  
WITH  
**Unitized**  
WALLPAPERS

**"UNITIZED"—Tested and Proved for Your Protection**

**GUARANTEED**

AVOID WORRY... GUARD THE BEAUTY OF YOUR HOME WITH WALLPAPERS THAT ARE

For your protection, fine wallpapers are now identified on the back by the words "UNITIZED AND GUARANTEED". These papers have been selected from the best designs of the world's foremost artists, produced with special care, guaranteed and certified by experts.

For every roll of wallpaper, the words "UNITIZED AND GUARANTEED" are printed on the back of the paper. This printed identification is a guarantee that each roll of wallpaper meets the high standards of quality, based on the back of this page, in the "UNITIZED WALLPAPER GUARANTEE".

Based on an interview by  
a staff writer with

**A. J.  
BROWNING**  
President, United Wall-  
paper Factories, Inc.,  
Chicago

## An Eyeful for Advertising Critics Who Think Consumers Are Being Gypped

**B**ECAUSE the typical critic of advertising has seldom enjoyed the privilege of seeing advertising from the *inside* as its power is applied to scores of different products in different industries, he cannot be expected to understand even the simplest things which marketing men accept as fundamental. He does not know, for example, this well-demonstrated truth: That when a product is advertised to the public, the tendency on the part of the company sponsoring the advertising—and on the part of everyone from cellar to garret in the plant—is to assume a new pride in that product and to pour into it the fruits of the new inspiration.

When the glare of publicity is turned on, the natural human reaction in the heads and hearts of those who create the product is an irresistible urge to make the goods worthy of substantial claims to value. The product becomes better. The consumer gets more for his money.

If the advertising critics can't grasp that idea in the abstract, perhaps this striking case history will demonstrate:

United Wallpaper Factories, Inc., is embarking on the first advertising campaign in its history. Your reporter arranged for an interview with A. J. Browning, president of the company, and for a tour of the company's Chicago plant, one of the largest wallpaper manufacturing units in the world.

Here's a striking demonstration of what advertising can—and frequently does—do to create better values for the public. It shows how the first campaign ever sponsored by United Wallpaper Factories, Inc., has inspired that company to build its product to a new—and higher—standard of excellence.

Mr. Browning told me with disarming frankness that his company made and sold last year 75,000,000 rolls of wallpaper and lost \$215,000. That's a little more than 340,000 miles of wallpaper or enough to go around the world, at the equator, 13.6 times.

"If we had made one-half cent a roll," he remarked, "we'd have shown a profit of \$375,000; if we'd netted one cent a roll, \$750,000. Ours is a typical example of the industry. Incidentally, in only a few cases does anyone know who makes the paper he buys. It is usually sold on price and price has been an amazing destroyer of quality.

"I don't know of any industry where the sales methods even approach those of the wallpaper industry. There are in it perhaps 1,500 jobbers and distributors. Beyond them lie an uncounted number of dealers, and paperhangers who sell wallpaper. The jobbers and dealers make up their own 'books.'

"When they make up these books they select samples from the various manufacturers who contact them. They pick out those they think will sell, basing their selections on their own judgment. They are influenced by two things—appearance and price. A book of samples may be made up of the products of a dozen or 20 manufacturers, yet there is no mention of the manufacturer who makes the wallpaper, because John Jones, the distributor, sells the paper as John Jones' paper. Out of a book of 150 samples we are fortunate if at least 25 are ours.

"Well, since the consumer seldom knew who made the paper, if it were not satisfactory John Jones got the blame; and, because price was always the thing, you can see into what temptations that led not only us but the whole industry. We wanted to get away from it all. How? That was the problem.

"We investigated the situation for months and we came to the conclusion that, things being as they are in the distribution and sale of wallpaper, we could not take John Jones' name away

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from him. So we invented a word which we could add to John Jones' name and so identify and advertise our product. The word is 'Unitized.'

"That means that every roll bearing our identification brand must stand up. It has to be good. If not, they'll come back on us."

To put this campaign over Mr. Browning estimated that immediate expenditures would be made as follows:

Styling, designing and sampling... \$354,000  
Consumer advertising, appropriated 200,000  
Local dealer advertising in newspapers to support campaign... 250,000

Total .....\$804,000

"When we looked at those figures and realized the size of the undertaking upon which we are entering," Mr. Browning remarked, "we began to realize our responsibility. We knew, for the first time, that if we had any shortcomings they would be charged directly back to us. We were faced with the fact that if we put out one roll of bad wallpaper its failure would reflect on every roll we made."

"We told ourselves that our designs must be a little better, our colors a little more beautiful, our register must be a little closer. Everything we did must be improved. Now, because our name was on our goods, we must warrant our place in the very forefront of the industry and we must hold it. We undertook, with painstaking care, to impress that fact upon every man in our plants."

"We realized that we must have new standards of performance for every man in our factories. With enthusiasm we put the story over to them. Now we find added pride in the attitude of every worker toward his work, and that includes all of us. Everyone tries to do his work a little better."



DECEMBER 1, 1939

The writer was given a guide and told to tour the factory and ask questions to his heart's content. His first visit was to the research laboratory. Dr. F. L. Minnear, consulting chemical engineer and inventor of the process for making washable wallpaper, was found in charge. He was asked to organize the research work *after* the decision to enter national advertising was made. He said:

"Only one or two men used to be employed in the laboratory. What they

did was largely routine. Any tests they made were simple. There was little incentive for research in the industry because there were no special standards. Competition was for price, not quality.

"Now we employ ten specialists who do nothing but research. For example, in the old days if a rub test was wanted—which was seldom—the man would give the paper a few rubs, long or short, quick or slow, hard or light. If he happened to be tired, or felt lazy, after a few rubs he'd say, 'Oh, well, I

(Right) Expert interior decorators check every pattern of Unitized wallpaper for optical illusions, "ghost patterns," or other flaws. Inspection is made after the paper has been "wall hung," as small samples often fail to reveal such shortcomings.



(Above) Each test batch of wallpaper must withstand 50 rubs from this rubbing machine; often they hold up under 150, 200 or more. A motor attached to the gadget is sometimes used to save elbow grease.

When wallpapers were anonymous, guarantees were useless. But nationally advertised United Wallpaper affixes its guarantee with pride. Reason: This machine, among others, makes fadeproof, sunfast tests, certifies high quality only after severe experimentation.

guess that's O.K.' and stop. We devised and built a motor-driven rubber which exerts exactly the same pressure all the time and automatically counts the rubs. I'll show you how it works."

A piece of fine cheese cloth was placed over a pad of weighted felt, and started in motion. A soap solution was used as a moistener. The first sign of the color breaking came at the 165th rub. Dr. Minnear stopped the machine.

"Fifty heavy-pressure rubs is the minimum allowed," he said.

"Every run is tested," he added. "If the color doesn't stand up it has to be corrected at once; 200 rubs is commonplace."

"We have installed a new machine for making the fade test. Both paper and colors are tested. This machine, brightly illuminated, gives in 24 hours the equivalent of years of ordinary use. Sun-fastness didn't matter much when we were making just wallpaper, but now that our product is named and branded and guaranteed, we have to have it right."

"As a result of these tests we've changed production methods, we've changed our materials and we've developed entirely new patented processes. Because the world can point its



finger directly at us if any of our paper fails we now make certain that appearance, wearing quality and washability are all improved."

A trip was made to a top floor where a group of artists were at work designing patterns for as far ahead as 1941 Spring deliveries. We were told:

"This is a highly specialized industry. Artists who work here may spend their entire lives designing nothing but wallpaper. It's a distinctive art. Artists untrained in wallpaper design are almost useless. Since we decided to go into national advertising we have made every endeavor to build up our styling staff."

Each year's work must produce approximately 4,000 styles to go into the United line. Year by year the change in design is not very noticeable but over a five-year period it is marked. Careful record is kept of the number of rolls sold in each design. Big sellers are repeated or others, similar, are designed. Tailenders are quickly junked. Some designs are rank fizzes.

### Warding Off "Ghosts"

In a large room on a lower floor a white-clad paperhanger was busily at work pasting paper on the walls. The guide explained:

"This was not necessary until recently. But now we can't take chances. 'Ghost patterns' often appear in wallpaper. You can't see them in samples. By ghost patterns we mean this—owing to the curves in the designs unexpected circles or groups of figures may appear. Or, while a level and plumb-bob may show that the paper is perfectly applied, an optical illusion may develop which makes it look as if it slanted to the right or to the left.

"Sometimes, when the wall is complete, vagrant over-all designs appear that are unplanned and unwanted. It used to be we never knew of such things until we heard complaints. Now such patterns will never get out."

Two women were brought forward and introduced. They had been standing back and gazing at the papers on the wall; they had stepped close and examined them; they'd looked from this angle and that and they had been going into consultations. The guide said:

"These women are skilled interior decorators. They check the paper after it is on the wall. They check it as a whole, and inch by inch, for design, color, style and flaws. What they do has no direct relation to chemical research. Their job is to see that the styling and mechanical detail are correct. They've been brought into the picture with the new order of things,

to protect our good name and back up our guarantee."

Radical changes, too, have come in advertising and selling. These departments and their methods have been of necessity almost rebuilt from the ground up. During all the previous years of the company which was making and selling one-fifth or more of all the wallpaper used in the United States there was no advertiser or dealer service department at all.



Albert J. Browning has been president of United Wallpaper Factories, Inc., since 1938. Before that he was with Montgomery Ward, Sherwin-Williams. His company has for years made 20% or more of all the nation's wallpaper.

Among the new burdens hung upon the shoulders of the newly organized advertising department are:

(1) *Newspaper Advertising*—A newspaper ad service is being set up which includes the preparation of copy which will tie in, when used locally, with the national theme of "Unitized" guaranteed wallpaper. This copy, with free mats, will be supplied to the dealer through his jobber. Most of these mats are made so that the dealer may add a few lines of his own copy to localize them further. Publicity is also supplied with may be used "as is" or localized with fill-ins.

(2) *Window Displays*—An expert window trimmer has been employed to develop special window set-ups featuring "Unitized" wallpaper. When they are completed they are photographed. Pictures of a number of selected windows will be sent to dealers with blueprints showing how to set them up. A list of materials needed will be included.

(3) *Dealer's Kit*—The dealer's kit, something entirely new in wallpaper merchandising, includes an advertising catalog or "answer book," window and counter cards, a blow-up of "Unitized" guarantees, a quantity of consumer handouts; folders for store use; materials telling about the National Wall Paper Style Show; a placard reproducing a national advertisement.

(4) *Decalcomania*—Colorful decalcomania identifying the store as an authorized dealer outlet for "Unitized" wallpaper.

(5) *Direct Mail*—A series of pieces which can be used in direct mail advertising, as statement stuffers or can be handed out over the counter.

(6) *Tie-in Material*—Window display suggestions with direct tie-ins with local newspaper advertising.

(7) *Form Letters*—A series of suggested form letters. Some of these are specially designed for paper hangers in soliciting business. In the series are special letters aimed to get the attention of home owners, apartment house owners or managers, etc. Also government postcards to drop to prospects.

(8) *Spot Radio*—A series of spot radio announcements to run one and two minutes script time. These tie-in with local newspaper advertising.

(9) *Selling Suggestions*—Experience matter and selling suggestions passed from one dealer to all dealers. This includes such suggestions as how to stretch a one-room sale to a two-room sale or a two-room sale, perhaps, to paper for the whole house.

(10) *Planning Chart*—A six-month planning chart is perhaps the climax of the whole promotion and sales scheme. With this the dealer may, and the wallpaper jobber will help him, plan a week-by-week program for his entire business year. It shows him how to plan and to buy for peak periods; figure his sales expectancy and anticipate his wallpaper needs.

### They Speak Up Boldly

"Unitized" wallpaper is identified as such in the selva of every roll of wallpaper so guaranteed. In dealer sample books the Unitized guarantee trade-mark appears on the reverse of each wallpaper sample covered by the guarantee. These markings repeat continuously:

- (a) The *Good Housekeeping* guarantee.
- (b) This is a Unitized wallpaper.  
Sun-Tested.  
Wall-Tested.  
Guaranteed.
- (c) Washable.

Prominent in all advertising and featured in the front of each distributor's sample book is space devoted to the "Unitized" guarantee which covers the four cardinal points of this individualized wallpaper.

National magazine advertising includes *SEP*, *Collier's*, *Good Housekeeping*, *Better Homes & Gardens*, and *American Home*. In the business paper field *Wall Paper* magazine is used regularly, with occasional insertions in other papers. Agency: Hays MacFarland & Co., Chicago.

\* \* \*

Your reporter rests his case. Is this manufacturer's national advertising program bringing consumers a better buy for their dollar—or not?



# "Every department in our organization needs **LONG DISTANCE**"



**LONG DISTANCE** telephone service is so successfully employed in sales work that executives sometimes forget its adaptability to many other business functions.

A good example of the *all-around usefulness* of Long Distance is the Florida Pipe & Supply Company, Inc., of Jacksonville, which distributes pipes, valves, plumbing and mill supplies throughout the Southeast.

The Secretary-Treasurer of the company reports: "Every department in our organization has a particular need for Long Distance," and lists some examples which are reprinted at the right.

Each of these paragraphs illustrates a practical application of Long Distance. It will pay you to read them—just as it will pay you to use this modern service.



**SALES.** "An urgent inquiry from a packing plant in southern Florida necessitated our having a representative there the following morning at 9 o'clock, to submit a quotation on a large order. We telephoned our salesman nearest the plant, and gave him the necessary information. He arrived in time to compute costs and submit a detailed bid. Our firm got the order, and added this company to our list of regular customers—thanks to the telephone."

**SERVICE.** "We use Long Distance to notify customers of price changes—enabling them to take advantage of such changes immediately. This produces additional sales, and good will. Regular customers are also notified by telephone of specially attractive offers—which means more orders, and prevents loss of business to competition."

**OPERATIONS.** "Daily at noon, a telephone connection is established between our headquarters at Jacksonville and our branch at Orlando. All important matters are discussed—and the cost of constant visits to the branch is saved."

**TRAFFIC.** "Our different divisions are served by our own delivery trucks. Recently, we had a delivery to make in Atlanta, but did not have a full load. A Long Distance call resulted in a \$500 order, and made up a full load for the truck. The cost of the call was \$2.25, and besides making a profit on the order, we saved on the cost of delivering the first order."

**COLLECTIONS.** "We have found that a personal telephone call to the customer will bring the best results. Misunderstandings can be diplomatically cleared up, and some definite promise to pay obtained."



The date reminds me: It is ironical that the country which gave us St. Nicholas and the bulk of the toys which filled his pack should now be engaged in an undertaking so foreign to the soul and the mission of Santa Claus.

\* \* \*

Pretty soon now, many nations will be singing *Stille Nacht* . . . the tuneful, hopeful hymn which stems from that same Germany, little recking its source. Under the microscope, the blood of all men of all countries shows little if any difference in cellular structure. Why don't we grow up and make "Peace on Earth" a fact and not merely an unattainable symbol of the good life?

\* \* \*

As payrolls grow and relief-lists shrink, retailers look forward to the best Holiday business since the lush and legendary 'Twenties. Let's go!

\* \* \*

I've often thought that LEE Tires and Tubes could go to town with copy based on adverbs ending in "ly." For example, "MeriLEE, we roll along. FrankLEE, we do this sort of thing deliberateLEE, to focus on a great name in tires. LEE Tires are sincereLEE built by craftsmen adequateLEE trained, etc."

\* \* \*

Slogan for Ex-Lax: "America's Prime Mover."

\* \* \*

Our own Picturesque Speech Dept.: "Black terror squeezed his entrails."

\* \* \*

Kaywoodie has added to its pipe-line something rather novel—a bowl of flame briar with a Meerscham lining, so that you will never again have to smoke charcoal mixed with tobacco. \$12.50 a copy, and no doubt worth it.

\* \* \*

Speaking of pipes, Demuth's Hesson Guard Milano has put overworked traffic-lights to a new use with: "Stop Goo."

\* \* \*

A picture-caption in a *National Geographic* article on plastics says that chemists don't like you to refer to "imitations" or "substitutes." I can verify that. One time, I innocently referred to Nylon as "synthetic," and du Pont's advertising manager got

his hackles up. We developed some interesting correspondence, without yielding ground. Business *needs* some of that good old collegiate spirit.

\* \* \*

Unemployment is unenjoyment!

\* \* \*

Rhythmic stopper by A. T. & T.: "You gave her a ring to be near her . . . now give her a ring when away!"

\* \* \*

And Wembly Ties get cute with: "She love me . . . she loves my knot."

\* \* \*

Slogan for a smoking-tobacco: "Your Pipe's Peak of Pleasure."

\* \* \*

Our Chicago sleuth reports on a Hotels Statler ad, in which the copy said: "As Homer Garfield's hand touched his hip-pocket . . .", illustrated by "Homer" reaching into what is obviously his coat-pocket! Copy and art departments ought to get together, compose their differences instead of differing their compositions.

\* \* \*

"Old People: A Rising National Problem," says an article in *Harper's*. A local problem, too, Pal!

\* \* \*

Acme Steelstrap Process is for making shipments "bound to get there." Nice!

\* \* \*

I don't know who he is, but he can work in my copy-department . . . the chap who headed a Royal Riviera Pears page in *Fortune*: Harry darn near broke his neck."

\* \* \*

"Is vibration costing you money?" asks the Felters Co., Boston. It used to make money for Minsky Bros.' burlesque.

\* \* \*

In a row of reference books before me is Bulfinch's *Mythology*. In a subject like that, the accent is on the "Bull," obviously.

\* \* \*

"If women would watch the slow progress of a Persian cat into a crowded drawing-room . . . the delicate tread, the tail held at exactly the right angle, the sudden pause, the glance over the left shoulder, and then the final exquisite nonchalance of the attitude in which it curls itself by the

fire . . . they would receive a perfect lesson in poise. If they could enter restaurants like that, they would break even the headwaiter's heart," says Beverly Nichols. You may have something there, Beverly, in holding the tail at the right angle, but I don't know about curling up on the restaurant floor. Not on entering, anyhow.

\* \* \*

Capsule Caricature: "That bird could sell a hat to the Headless Horseman."

\* \* \*

Incidentally, a not-so-mad hatter might extend the gift-certificate idea to take in the whole year. Every day is somebody's birthday and there are occasions without number when a hat would make an acceptable gift.

\* \* \*

No novice in the realm of the nifty is *Time*. Recent example its review of *The Man Who Came to Dinner*: "Comedy in the best style—all Woolcott and a yard wide."

\* \* \*

I repeat: Employers seeking high-grade help would get better results if they didn't hide behind the anonymity of a box number. They expect top-flight talent to "tell all" to some one they can't see, whose name they don't even know. If business is so good that you need to enlarge the staff, that's nothing to be ashamed of:

\* \* \*

Slogan for a Chinese restaurant: "Remember the Chow Mein."

\* \* \*

A magnificent color-shot in *Life* reminds me: I know how the *Queen* and the *Normandie* feel, though snug in a friendly port. Below decks, throbless giants lie buttered against corrosion, when they are able—and aching—to send those leviathans screaming through blade-whipped brine. Gulliver, taped and tied by circumstances, must have felt similar frustration. Lizards are content to laze in the sun; but a man, dynamic in body and mind, does not submit readily to the fetters of Fate. He must break the shackles lest they break his spirit.

\* \* \*

The contest judges rejected my name *Coastmaster* for the Atlantic Coast Line Railroad's new streamliner in favor of the highly original name, *The Champion*. Studebaker has some more good names besides "Champion," in case any more train-names are wanted.

\* \* \*

In Munich beer-joints, it's "the bomb's rush!"

T. HARRY THOMPSON  
SALES MANAGEMENT

# Farming Is a Basic Business

The Farmer-Stockman has done much to foster the application of business methods to Southwestern agriculture

AWAY back when grandpa was a boy, farming was a way of living, in which the total efforts of a family were devoted to the production of grub and homespun clothing. Life was simple. It had to be. There was neither time, money nor effort to produce or provide anything but board and bed and a roof overhead.

Land was cheap or free; taxes low or non-existent. The farmer didn't have money; he didn't need much; his neighbor didn't have much.

Farmers raised what they ate, ate what they raised, traveled in the farm wagon, walked or stayed at home. They had one "boughten" tool—a plow. The harrow was home-made and the planting was done by hand.

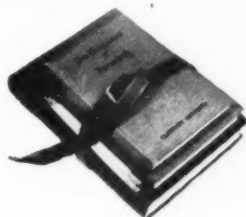
The best farmer in those bygone days was the man who could chop more wood, maul more rails, hoe more rows, or pull more fodder than the other fellow.

The pioneer farmer was an economic unit unto himself. He sold little, hence, bought little. He was yet unaware that he had needs beyond the meager life of his isolated farm.

As a "prospect" for the seller of merchandise, he was about the world's worst.

Ah, the good old days—good to talk about to prove what a tough guy grandpa was! But to those of us who helped live those days, there is no sigh for their return.

OWNER-TENANT PROBLEMS HAVE BEEN SOLVED THROUGH CONTRACTS DEVELOPED BY FARMER-STOCKMAN EDITOR ROBERTS.



THE business side of farming has always occupied much of the time and thought of Farmer-Stockman editor, Clarence Roberts. In 1924 the first edition of his book, *The Business of Farming*, was published. It soon became a recognized textbook for Oklahoma schools. Of this book Dr. Bradford Knapp, then president of Oklahoma Agricultural and Mechanical College, wrote: "This book is written with the real vocational side of farming, as a business, uppermost in the author's mind. It is the first serious effort to outline the basic and important facts necessary to successful farming in Oklahoma. The agriculture of Oklahoma differs from the agriculture in her sister states. The practices of farmers elsewhere are not always adapted to Oklahoma. This book connects the general practices of agriculture with Oklahoma problems and gives them their Oklahoma application."

FARMING as done today is a business in every sense. A business just as the manufacture of autos, shoes or nails. The farmer who is getting ahead these days is one who protects himself in every business deal. He knows advertised brands. He buys shrewdly and sells carefully. He keeps books. He knows where the money comes from and where it goes. He plugs up the little leaks to prevent their becoming big ones. He knows the value of volume in keeping down unit cost. He recognizes farming as a business.

But here's the point we started out to make. The editors of *The Farmer-Stockman*, 20 to 25 years ago, took notice of the rapid change then



FARMER-STOCKMAN ENCOURAGES FARM BOOKKEEPING

getting under way. In season and out, we pounded on the principles of sound business as applied to farming. Over and over we insisted that farming is a business and only those will succeed who approach it as such.

As our contribution to the business of farming we have pointed out the certain sequence of fertile soil—big yields—low unit cost, in arguing the case for soil conservation. We early cited the chief advantage of a tractor in cultivating big fields which would likewise lead to cheaper production. We fought high taxes since taxes is a cost of doing business. We plugged for more livestock and better livestock to avoid the risks of one-crop farming. We plead the cause of the co-operative as a means of getting a little more for what the farmer sells than he otherwise could get. We have argued the case for thrift, warned against the habit of debt and urged a live-at-home program.

Nor do these sum the total of our effort. Many minor ones are included in the whole program to prove that farming is a business in which the most successful man is he who can produce for less, sell for more, or both.

*Clarence Roberts*

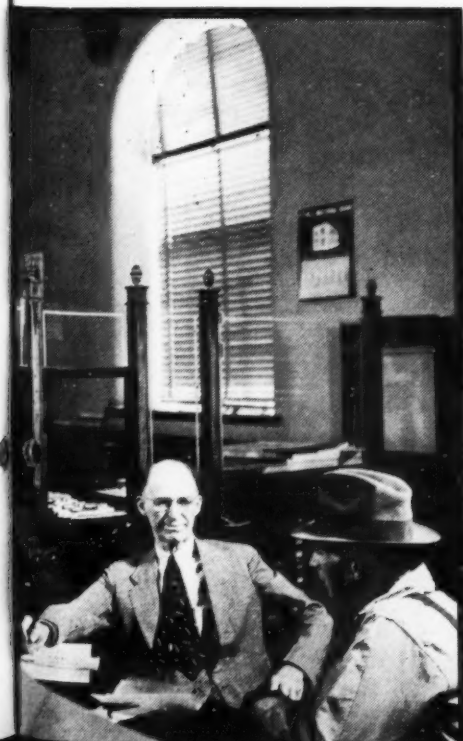
Editor, *The Farmer-Stockman*

## THE FARMER-STOCKMAN

THE OKLAHOMA PUBLISHING COMPANY  
OKLAHOMA CITY OKLAHOMA



THE OKLAHOMAN AND TIMES \* MISTLETOE EXPRESS \* WKY, OKLAHOMA CITY \* KVOR, COLORADO SPRINGS  
KLZ, DENVER (Under Affiliated Management) \* REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.





# Housewives Prefer Premiums for Kitchen, Home; See Added Values, No Extra Cost

**E**VERY day in publications, over the air, and in the stores, American housewives are offered a wide variety of premiums which they can secure either with the merchandise at the store or by sending coupons or wrappers to the manufacturer.

How many families take advantage of these offers?

Do housewives believe that products carrying premium inducements cost more than goods of similar quality which carry no premiums?

What type of premium is most in demand?

Where do people learn about a premium?

How many start—then stop?

These are only a few of the questions which Ross Federal interviewers asked of representative housewives in Cleveland and Atlanta early in November. Because the sample was confined to only the two cities, the survey cannot be taken, necessarily, as a true cross-section of the nation; but, because the results in both northern and a southern city were very similar, there is reason to believe that the survey is broadly indicative of the national market.

No question which calls for a 12 months' memory test by a respondent can be absolutely accurate. In all probability, the actual total of premium-acceptance families is greater than 28.6%. Many housewives will have forgotten some of the accepted offers; a few may feel it beneath their dignity to admit having saved for a premium.

The returns indicate that slightly less than 300 out of every 1,000 families took advantage of a premium offer during the past year.\* This answer came from the first question:

1. During the past year have you or a member of your family taken advantage of any offer to get a premium in connection with merchandise you have bought?

	Atlanta	Cleveland	Total
Yes .....	25%	32.2%	28.6%
No .....	75	67.8	71.4

\*SM's editors, before showing him the results of this survey, asked Frank H. Waggoner, national authority on premium merchandising and editor of *Premium Practice*, what percentage of families he thought were taking advantage of premium offers. He said 25% would sound reasonable. Thus an expert and a survey confirm each other.

[30]

Survey indicates group as large as combined population of New York City and Philadelphia buys products each year for the first time because of a premium inducement. More than one-fourth of all families collect coupons and box tops. Other findings in this SM-Ross Federal consumer survey point the way to more effective use of merchandise premiums.



Ewing Galloway

Woman—reputation for love of personal adornment to the contrary—would a dozen times rather be offered one of these kitchen utensils as a premium than something for her personal use.

2. How many such offers do you remember accepting during the past twelve months?

	Atlanta	Cleveland	Total
1 offer .....	32.8%	72.1%	54.9%
2 offers .....	26.4	19.9	22.7
3 offers .....	19.2	6.2	11.9
4 offers .....	8.0	1.2	4.2
5 offers .....	4.8	...	2.1
6 offers .....	3.2	...	1.4
Over 6 .....	5.6	...	2.8

(100% is the number who took advantage of premium offers)

This is one of the few questions which brought strikingly different answers in one city as compared with the other. Cleveland's percentage of one-timers is more than double that of Atlanta. The latter city, it seems, has fewer premium-accepting families (Question 1) but many of them are inveterate fans.

The average family who took advantage of any premium offers during the year remembers accepting two such offers. In Atlanta the average was three. A correct answer to this question calls for an exceedingly good memory. It is probable that respondents could not remember all accepted offers, and that the true figures are even higher than those shown above.

3. Have premium offers influenced you to purchase products

SALES MANAGEMENT

## IN TEXAS - - -

where business is good and promises to remain so, despite European conditions,

there's a recurring\* **PATTERN** of

(\*See triangular area in map)

characteristic shape and intensity

whenever you map

POPULATION

BUYING POWER

RETAIL SALES

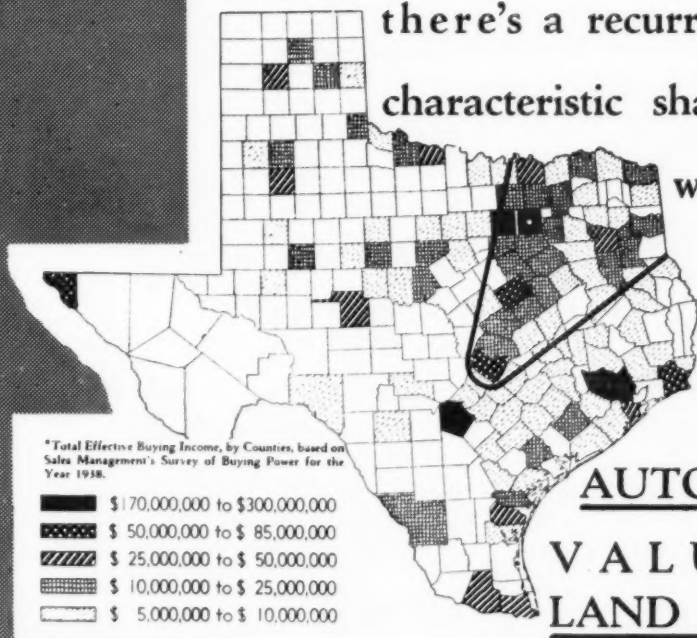
AUTO REGISTRATIONS

VALUE OF FARM  
LAND and BUILDINGS

and NEWSPAPER CIRCULATION

—the last being that of The Dallas Morning News. Over 90% of its subscribers live in this "wealthy wedge."

When you advertise in The News you get **ALL OF DALLAS**—the best single coverage of Texas' most populous and most concentrated able-to-buy market.





you have not used before?

	Atlanta	Cleveland	Total
Yes .....	25.6%	29.2%	27.6%
No .....	74.4	70.8	72.4

If a poll of these two cities may be taken as indicative of the nation, the answers to the above question mean that approximately 2,400,000 families—a group roughly as large as the entire population of New York and Philadelphia—were induced by a premium offer this year to buy one or more products for the first time.

Because of the importance of this first-purchase group and the interest which any alert manufacturer has in them, Ross Federal made a special tabulation of the returns so as to see what differences might be found between their reactions and those of all premium-taking families.

In the opinion of the SM editors the contrast between those two groups is more significant than the difference between Atlanta and Cleveland housewives; consequently the answers to the questions which follow will be broken down by (a) those families buying a product for the first time because of the premium offer, (b) other premium-accepting families, (3) total of the two groups.

4. Have the premiums you have secured during the past 12 months been satisfactory?

	Premium Induced 1st Purchase	All Others	Total
All satisfactory	94.9%	95.7%	95.5%
Most satisfactory	2.5	...	.7
Some satisfactory	...	1.0	.7
None satisfactory	1.3	1.9	1.7
No premiums obtained yet	1.3	1.4	1.4

It is quite probable that the almost complete lack of dissatisfaction is linked up with the answers to the following question on whether or not premiums cost the consumer anything.

5. As compared with merchandise of the same quality, do you think that goods offering premium inducements:

	Premium Induced 1st Purchase	All Others	Total
Cost more	7.6%	6.3%	6.6%
About the same	88.6	91.3	90.6
Cost less	3.8	2.4	2.8

The uniformity of replies among groups (and it is true also between cities) indicates that the housewife does not consider the premium as a "burden" she is forced to pay; rather she looks upon it as a plus value which makes one product more interesting than another.

[32]

6. What types of premiums interest you most?

	Premium Induced 1st Purchase	All Others	Total
For kitchen use	41.0%	57.6%	48.3%
For other home use	57.1	40.0	49.7
For the children	3.7	12.0	7.3
For personal use	3.1	5.6	4.2

(100% is the number of people: Some of them mentioned more than one type of premium)

7. Are you currently saving any premium coupons, box tops, etc.?

	Premium Induced 1st Purchase	All Others	Total
Yes .....	92.4%	92.8%	92.7%
No .....	7.6	7.2	7.3

8. If "yes," for merchandise of what type?

	Premium Induced 1st Purchase	All Others	Total
Food store products	89.6%	88.3%	88.7%
Drug store products	...	1.0	.7
Automotive or gas products	...	.5	.4
Tobacco products	9.1	9.7	9.5
Other products	1.3	.5	.7

Respondents were asked to tell the number of products on which they were saving coupons, box tops, etc. The breakdown for the popular food store products classification follows:

	Premium Induced 1st Purchase	All Others	Total
1 offer	20.3%	27.5%	25.5%
2 offers	24.7	31.9	29.9
3 offers	21.7	18.7	19.5
4 offers	17.4	11.5	13.1
5 offers	10.2	3.8	5.6
6 offers	1.4	3.8	3.2
Over 6 offers	4.3	2.8	3.2

These housewives, when asked how many premium offers they had accepted during the past year, indicated that two was the average.

But premiums, it seems, become a strong habit. The families are today saving for an average of 2.7 premium inducements.

Those in the group who were induced to buy a product for the first time because of a premium inducement are saving for an average of 3 products, as against 2.5 for the other premium-saving families.

9. Did you start saving premium coupons, box tops, etc., on any product(s) and then stop doing it?

	Premium Induced 1st Purchase	All Others	Total
Yes .....	21.5%	14.5%	16.4%
No .....	78.5	85.5	83.6

The answers indicate a high degree of stick-to-it-iveness on the part of both groups, and give the manufacturer a clue to the percentage of conversion which he may expect; roughly one-quarter of the families are interested in premiums—and nearly 85% of those can be expected to follow through once they start.

10. If you stopped, why did you stop?

	Premium Induced 1st Purchase	All Others	Total
Stopped buying product	41.2%	43.3%	42.6%
Premiums discontinued	...	26.7	17.0
Too much trouble	23.5	10.0	14.9
Gave coupons to someone else	5.9	6.7	6.4
Have to add money	6.0	3.3	4.3
Premiums unsatisfactory	5.9	...	2.1
Received enough of particular premium	6.1	...	2.2
Don't use enough of the product	...	3.3	2.1
Dealer doesn't carry product	5.7	...	2.0
Neglected to go for premium	...	3.4	2.1
No particular reason	5.7	3.3	4.3

Here the all-important reason is *stopped buying product*, and there is strong implication that there was something wrong with the product, or its price. There are, of course, additional possibilities, such as: Some other maker offered a more attractive premium, or the company which had the customer failed to offer a new and different premium to assure repeat purchases.

11. When you stopped saving coupons, box tops, etc., did you continue to buy the product just the same?

(Note: This question was put only to those housewives who gave answers other than "stopped buying product" or "dealer doesn't carry" to preceding question.)

	Premium Induced 1st Purchase	All Others	Total
Buy all	40.0%	53.0%	48.2%
Buy most	10.0	5.8	7.4
Buy some	20.0	29.4	25.9
Buy none	30.0	11.8	18.5

The answers reveal a high degree of retention of purchasers, but, as might be expected, those women who buy a product for the first time because of a premium inducement are more inclined to stop buying the product if for any reason the premium is unsatisfactory, or the offer is discontinued.

(Continued on page 69)

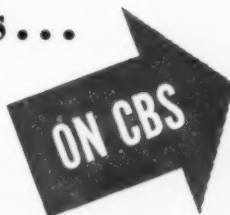
SALES MANAGEMENT





# RIP OFF THE MASK!

and find *triple* proof of what a low-cost radio program did for its sponsor in six months...



# THE POWER OF RADIO... *unmasked!*



## ACTUAL STORE INVENTORIES show an 88.0% increase in sales due to Radio—and Radio alone!

EVERY obscuring detail was ripped away. The program was put through the stiffest cross-examination research could devise. The client asked for it; wanted to measure exactly the sales impact of his CBS program *apart from all his other sales efforts*. It took everything in the research book to do it: actual *store* inventories, *home* inventories, personal interviews and coincidental telephone calls. *All* these were used by Crossley, Inc. And this is how they did it:

**SLEUTHING** at the counter! The biggest and toughest job was an exact measurement of the impact of this program *at the dealer's counter*. The client made it possible by choosing, for Crossley, two major markets in which all his sales factors were exactly comparable *except* for radio; his program was heard in one market, not in the

other. Here's how perfect a pair of marketing research scales the client picked:

MARKET A	MARKET B
Population . . . . . 149,900	Population . . . . . 127,412
Retail Sales* . . . \$15,928,000	Retail Sales* . . . \$15,034,000
Retail Outlets* . . . . . 506	Retail Outlets* . . . . . 497
*In this sponsor's field.	

And remember: all sales and advertising efforts of the sponsor were identical in both markets *except* for radio. *CBS alone made the difference!* Crossley measured this difference by taking actual store inventories on the sponsor's product week after week, for a full month. In exactly the same type of stores in both cities. In enough stores to be representative of *all* the stores in both cities. And this is what Crossley found:

**188** UNITS OF SALE PER WEEK IN AVERAGE STORES IN RADIO MARKET

**100** UNITS OF SALE PER WEEK IN NON-RADIO MARKET

For every 100 units of sales in average stores in the *non*-radio market, Crossley found average stores in the *radio* market selling 188 units. An increase of 88.0% due to CBS!

## CBS alone made the difference!



## ... AMONG-LISTENERS ONLY

sales are 81.5% higher than the nearest competitor's  
(but only 6.5% higher among non-listeners)

**DOUBLE CHECK:** Moving in from total markets (where they found an 88.0% sales-increase *created by radio*) Crossley's investigators then checked the use of the product in the radio market alone; among families *known* to have heard the program, and families who *never* heard it. They found these families by coincidental telephone calls and by personal interviews: two test groups comparable in every way *except* for listening to this program. *And for their use of the sponsor's product!* When Crossley inventoried the *pantry* of each family they unmasked this striking competitive situation—due to radio alone. (See chart, right)



REGULAR LISTENERS

## AMONG REGULAR LISTENERS ONLY

sales are 235.7% higher than the nearest competitor's  
(and 59.3% higher among occasional listeners)

336 families use the sponsor's product, for every 100 using the next competing brand, among *regular listeners* to this program. A 235.7% difference—created by *repeated* radio impacts. Among *occasional* listeners, there's a 59.3% difference in favor of the sponsor's product.



OCCASIONAL LISTENERS



**TRIPLE CHECK:** During the personal interviews, each "listening" family told Crossley whether it heard the program *regularly* or *occasionally*. The use of the sponsor's product was then checked in these two groups of families—exactly comparable in every way *except* for listening *regularly* or *occasionally*. The chart on left shows what Crossley found.



# THE MASK IS OFF...

It's seldom that an advertising medium is subject to the triple cross-examination reported on the preceding pages. Not often is every obscuring detail ripped so completely away. But radio, as you see, didn't mind at all. And now that all the facts are in, there's only this to add:

The entire ambitious study was focussed on a CBS program on the air *only six months prior to the tests.*

At no time did this program "rate" more than an *average-sized* audience for its type of show.

And its talent cost was below average.

The results of this program were average, too... *for radio.* There's nothing unique in this CBS "success-story" except for the care with which the power of a program was isolated and measured for its sponsor. *The results were there* whether "measured" or not. And the results continue, for the sponsor is still with us on the air.



*Who is the sponsor? Sorry, but he asked us not to tell. You know how clients are. When they hit on as successful a sales strategy as this, they're not prone to shout about it. So, while we've cheerfully unmasked, in every detail, radio's full sales-impact we've promised not to unmask our sponsor.*

## The Columbia Broadcasting System

485 MADISON AVENUE • NEW YORK CITY

# Factoring as a Means for Financing Sales: What It Is, How It Is Growing

**F**ACTORING, a surprising number of business men in the Middle West say, has come to be the answer to many of America's business ills. Factoring is new—yet very old. The East Indies Company were factors. The Hudson's Bay Company were factors. Factoring was old even in those days and it grew out of deep commercial problems just as modern factoring, revised and refined, has grown out of present-day commercial troubles.

In the last few years of business depression, factoring has expanded, with small publicity and little general knowledge of it or its workings, until it has become a billion-dollar business. SALES MANAGEMENT, digging into the story of factoring in the central country, seems to have unearthed a rich pay streak in the well-worked trade mines.

It has already given new life to business houses in more than 20 lines of industry!

## Sales Agents First Factors

Factors have operated in this country since colonial days. They were a force during the Revolutionary War. They helped to make and to save the nation. Yet, down through all those years—until very recently—factors have been confined to textiles. They functioned in the merchandising of woolens, cottons and silks and, almost, these commodities alone. Why textiles? This is how factoring got its foothold in textiles:

Scattered here and there throughout the country were many mills manufacturing fabrics. Competition in marketing was keen and the profit margins were thin. The mills, largely decentralized, and many of them small, could not maintain costly and well-informed credit departments. Collections were often difficult and losses severe. Selling was expensive, if handled by the mill.

So a system grew up where contracts for goods were made through sales agents. These took their pay through commissions. The sales agents, worrying not at all over credits, grabbed their orders wherever they could get them. But the mill owners did worry and, very often, they refused to ship. The sales agents then, seeing commissions lost, were disappointed.

Contrary to the popular notion, commercial factoring is not by any means confined to use in the textile industries. Today the factor is joining up with men who have a good product and the sales talent and experience to sell it, to eliminate many of the handicaps that beset the undercapitalized business.

In course of events the inevitable happened. Because the agents were in closer contact with the trade, they knew far better than the mill operator which accounts were good and which were not. The natural result was that the sales agents, to gain their commissions and insure shipment, began to tell the manufacturers:

"Fill this order. We will guarantee payment."

Once this problem was cleared away, there came others. Sometimes a mill, after a period of lean business, might find itself reduced financially to a point where it could not purchase materials or manufacture. Its operations would be frozen. The sales agent, offering orders, would say:

"We'll finance you back on your feet. We'll guarantee payment of your bills for raw goods; we'll stand back of your payrolls."

That saved the mills, kept business going, and proved profitable to all concerned. It meant financial backing from the money centers for mill men who otherwise couldn't get it. New York has always been the center of textile factoring. It seemingly had a corner on the business. But factoring, strangely, was never extended far beyond the textiles.

## Depression-Nurtured

Then along came the depression years. Out in the Middle West were many businesses reduced to a state of coma because money could not be had. There were other businesses, young and new, struggling for a start. There were still others that felt they could expand and profit more if more capital were available.

Credit, as all know, is a peculiar thing. The definition of credit as one financial wizard once put it, is this:

"Credit is something you can get more than you want of so long as you

don't need any; but which, when you do need it, you can't get at all."

The path to the banker, as so many business men know, dwindles down to this:

The banker, a cautious man, is always handicapped by laws and regulations, banking rules and ethics. When you go to him he demands your profit and loss statement and—to hear the loan seekers tell it—he wants your pulse count, your temperature, the state of your stomach ulcers and, perhaps, a complete body check-up. If you show sound business health and have a pretty fair outlook he will make you a loan; if not, "no soap."

## ... When Banks Would Refuse

Business men sometimes forget that bankers are held down by restrictions against making investments that could be called "capital loans." Bankers frequently forget to tell would-be borrowers that money advanced must be retired within a short period. If you want a \$100,000 loan from your bank to finance the expansion of your business you might get this money on a 90-day note but by the time the 90 days roll around you might find you had invested all this money in the kind of assets that can't be liquidated quickly enough to pay even a part of it back.

Obviously that loan hasn't helped you very much. Really what you needed was permanent money, or something that stands for the same thing. In reality a bank loan often works to your disadvantage and to make the loan, if you are forward-looking, inadvisable. This is not a criticism of bankers. They are usually blamed unfairly. But the point is this—

Many business men, seeking banking aid in recent years, haven't been able to get it. The banks too often don't,



*"What are you going to give the boss for Christmas... if we get a bonus?"*

or can't, function to meet current needs. Because of all that, the factors, more flexible and, if you want to put it that way, more experienced in actual business operation, have stepped into the picture. They are doing things the banker does not find possible.

Three department stores in Chicago are now factoring. So is a central western oil company and similarly operating are the manufacturers of such diverse lines as furniture, glass tanks, centrifugal pumps, shirts, brass hardware, sweaters, automobile bodies, and many others. It all began in a small way several years ago—and it worked. In a paragraph, this is how factoring works today:

The factor buys, outright, without recourse, the receivables on the client's books. It isn't a loan; there's no short-term paper. The factor takes over and operates the company's credit department; the factor collects. The factor stands all credit losses. This puts the business of the company being factored on a 100% cash basis. Thus, each day, as credit sales are made they are converted into cash. The factor's compensation is in the form of a commission. The size of the commission depends on the nature of the business and the credit risks taken.

One of the nation's outstanding business successes in recent years is the Chicago house of Richards, Boggs & King. They have factored from the very beginning. This company's startling achievements in merchandising have been given much space, as news, in the newspapers, magazines and trade press of the nation.

Richards, Boggs & King manufacture and merchandise those thin, filmy raincoats and rain capes you've seen women wearing on the streets on wet days. They are made of a new substance, Pliofilm, and to date more than 100 merchandisable items have been designed from it including umbrellas, women's hats, aprons, bath curtains, window curtains, moth-proof garment containers, food containers and slip-on covers for refrigerator dishes.

The three partners were department heads for many years for Marshall Field & Co., wholesale. When Field's wholesale business was discontinued they found themselves out of jobs. They combined forces, tossed \$10,000 into the pot as working capital, and started to sell several lines of goods. It was the only business they knew. Pliofilm became their child at once and they developed many uses for it.

When their first year was up their books showed sales of almost \$1,000,000.

Now, doing a million dollar business on a capital of \$10,000 is something to stagger the imagination of any business man. Your reporter asked Harvey B. Richards how the magic was worked.

"Factors," he replied. "We could never have done the job in any other way."

"Isn't it a costly method?"

"On the contrary, I am convinced that it is the cheapest way to get capital—because of the many savings."

"What are the savings?"

"Well, for one thing, when we sell a bill of goods we get back at once our investment in materials and the cost of our labor plus our profits. That saves us a lot of interest. We save the salary of a credit man, a bookkeeper and a bookkeeper's assistant. We have no credit losses to write off. We have no collection costs. We lose no hours going to the banks to pay off notes or make new ones. We can go home each night knowing that no man owes us and we owe no man. We come down each morning, fresh and happy, with nothing to do but sell."

### An Admission of Weakness?

"Isn't it true that there's a feeling among some business men that putting your business in the hands of a factor is something like having it placed in the hands of a creditors' committee or a receiver; like an admission of financial weakness?"

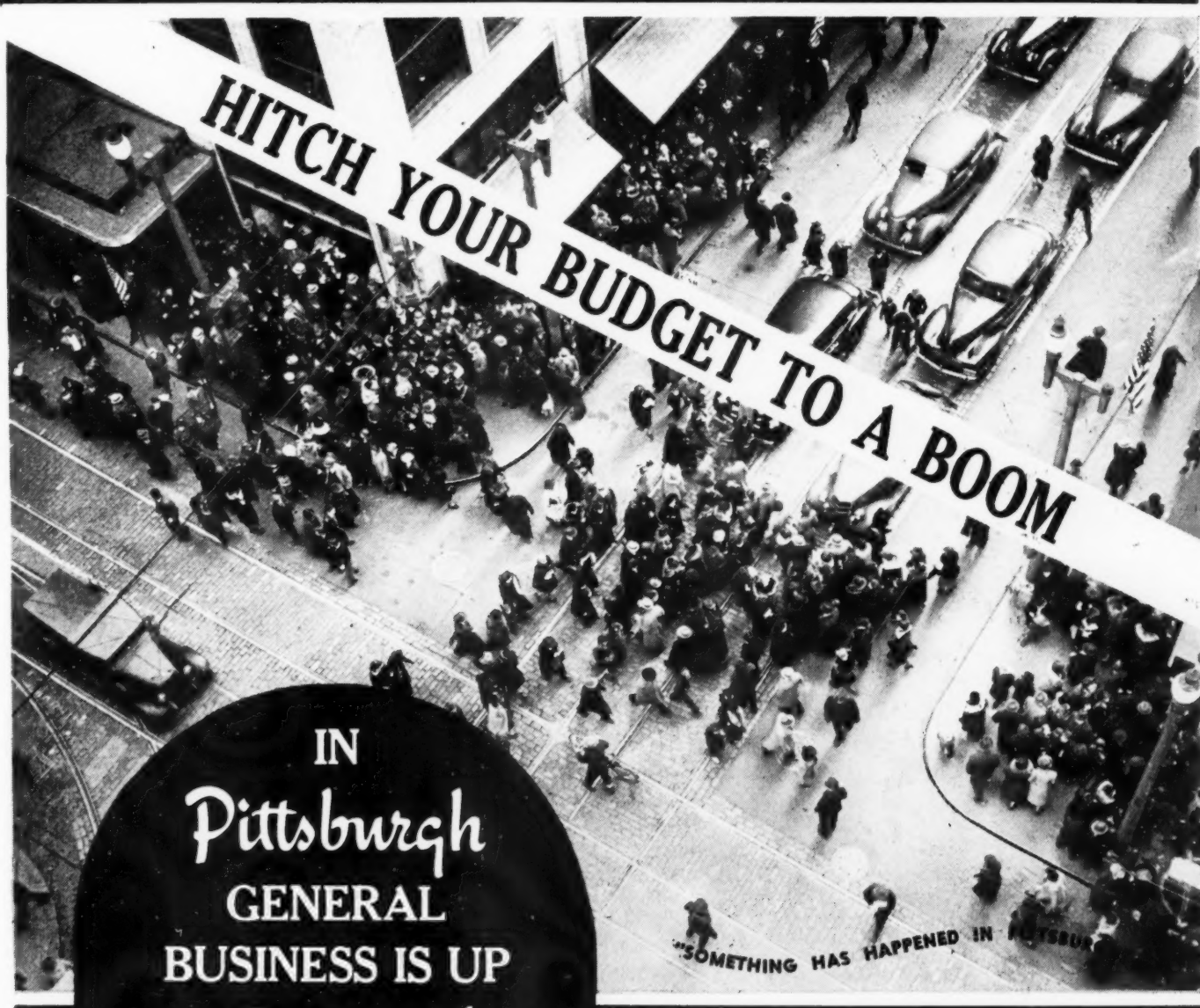
"It shouldn't be," he replied. "Merchants are interested in buying from manufacturers who have a reliable and willing and dependable record; who are able to stand back of the goods they sell. Merchants are principally interested in buying to sell at a profit. They don't care to whom they pay. What's better for credit than ability to pay every night? We never let a bill run more than a week."

"If we felt need of borrowing \$50,000 to buy materials, and needed it for 11 days, we could get the money from our factors. We'd pay interest on it, not for 90 days or a year, but for 11 days at the rate of 6% per annum. Is that costly money?"

"Should we go to a bank for the money, the banker would expect us to maintain a considerable balance at all times. The result would be that we'd pay considerably more than 6% for the cash we were using."

"Because your factors insure your accounts don't they cut down your sales materially? Don't they insist





IN  
Pittsburgh  
GENERAL  
BUSINESS IS UP  
**60%\***  
OVER 1938

\*Bureau of Business Research, Univ. of Pittsburgh.  
Week Ending November 4, 1939

**TAKE ADVANTAGE** of the flexibility of newspaper advertising, that enables an overnight change in schedules, to meet just such a situation, as this Pittsburgh boom!

To get the most out of the boom, cover the whole market—possible in Pittsburgh ONLY by including the *Sun-Telegraph*! Your retail outlets know this—and use this newspaper extensively. Back up their judgment—and build up your volume.

It's not too late to cash in on the current holiday potential—the biggest in Pittsburgh since 1929! Rush us your copy—then watch us prove why the *Sun-Telegraph* has always been—and will always be . . .

*A Partner In The Progress Of Pittsburgh's Greatest Stores*

## Pittsburgh Sun-Telegraph

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

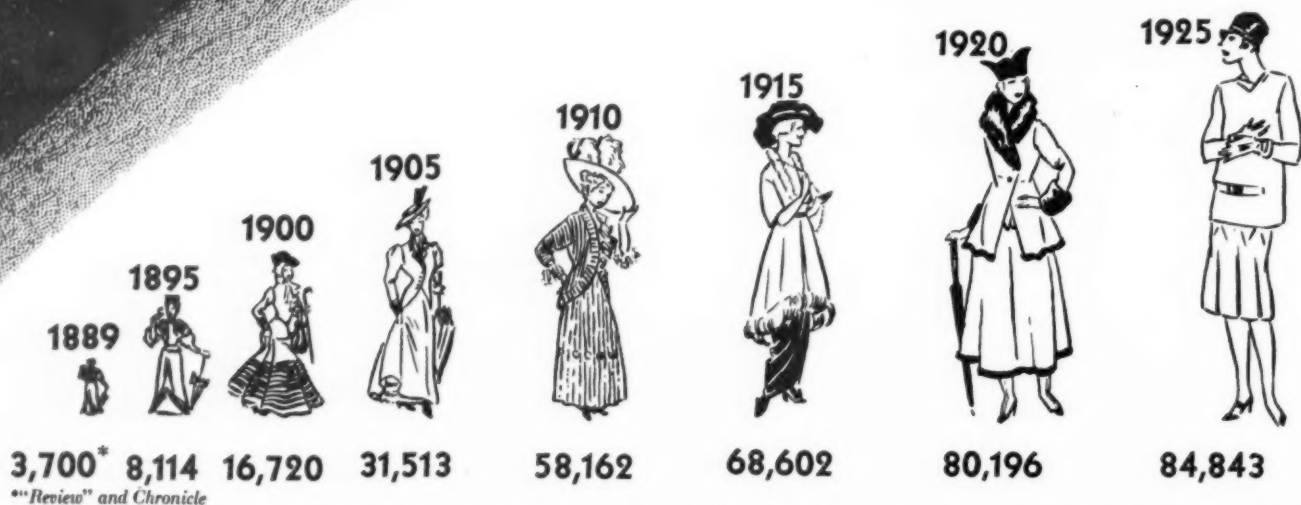
PITTSBURGH • NEW YORK • CHICAGO • DETROIT • PHILADELPHIA • BOSTON • SAN FRANCISCO • LOS ANGELES • ATLANTA • BALTIMORE • SEATTLE

DECEMBER 1, 1939

[39]

# CIRCULATION HEIGHT IN SPOKANE AREA

Combined Circulation of  
SPOKESMAN-REVIEW and SPOKANE DAILY CHRONICLE  
For Different Years is Shown Below



## THE SPOKESMAN-REVIEW

MORNING

SUNDAY

SPOKANE,

Advertising Representatives—JOHN B. WOODWARD, Inc.—New York—Chicago—Detroit—Los Angeles—San Francisco

## TWO DAILIES GAIN OVER 23,351 ADDITIONAL NEW SUBSCRIBERS IN LAST 4 YEARS!

In the Fall of 1939 the State of Washington rounds out 50 years of statehood\*, supplying a convenient point to look back upon the remarkable record of progress achieved by The Spokesman-Review and Spokane Daily Chronicle since territorial days and to look forward to future developments. The Spokesman-Review's record of service began in 1883 with the founding of the Spokane Falls Review which was merged with the Spokane Spokesman to form the Spokesman-Review ten years later. The Spokane Chronicle was established in 1881 and has been published continuously as an evening daily since September 21, 1886. In the past half century these two dailies have kept pace with the extraordinary development of their home city, Spokane, and surrounding Inland Empire. They have become two of the nation's outstanding newspapers. Average combined daily circulation for 6 months period ending September 30, 1939 exceeds 116,000, the highest point yet reached for any half-year period in the history of these newspapers. This dominant circulation, blanketing one of the richest areas on the American continent, is the result of over half a century of steady growth as shown below—It does not reflect the intensified public interest in the day's news created by the new World war, which is sweeping the circulation of The Spokesman-Review and Spokane Chronicle to still higher levels.

*\*Washington was admitted to the Union November 11, 1889.*



92,135



92,749



116,000

### BIG GAINS FOR SUNDAY SPOKESMAN-REVIEW

1933.....	45,120
1934.....	52,184
1935.....	59,980
1936.....	66,732
1937.....	72,649
1938.....	78,517

**1939 OVER 85,000**  
AND STILL CLIMBING!

## Spokane Daily Chronicle

EVENING

WASHINGTON

Color Representatives — Sunday Spokesman-Review Magazine and Comic Sections — Newspaper Groups, Inc.



upon your selling to only the cream of the trade to protect themselves from losses?"

"My experience has been just the opposite," he replied. "They've often put their O.K. on credit sales that I wouldn't touch. They cheerfully let us sell accounts that would keep me awake nights if I had them on our books."

"In spite of their apparent very liberal policy their losses among our customers have been reasonable. That's because they have a highly skilled credit department, one far more certain in its mechanics than we could possibly maintain. You see, in contact with many lines of business they have a much broader view of credit responsibilities than any one house could have."

"More, because their compensation depends upon our dollar volume they want to build us up, see us prosper. Our success is cash in their till. They have big reserves and, believe it or not, they expect and want to take some losses."

"Doesn't the fact that they have to pass on your sales before you can make shipments slow up your sales machinery?"

"Not in the least. When they have put their O.K. on an account we ship automatically. When a new account is opened we refer it to them. We have a direct wire to their offices. With their system they work much faster than we could if we had to make our own investigations. Usually all they have to do is to refer to their card file and answer yes or no."

### Eliminates Credit Squabbles

"Isn't the fact that you have a third party figuring in your sales picture likely, now and then, to develop strained relations between your house and customers?"

"Often it may save us from strained relations," he replied. "If a customer now asks me for an extension of from 30 to 60 days, or longer, all I have to do is to explain to him that it is all out of our hands. That usually satisfies him. Under the old plan I'd have to agree to the extension and begin to worry."

"Frankly, I think that factoring is the best thing that has ever come into business."

Richards, Boggs & King sell wholesale to the trade. In the case of a typical department store the factoring set-up, of course, is somewhat different. Arthur H. Richland, executive of Walter E. Heller & Co., Chicago's first and largest factors (about \$55,000,000 business last year), was asked

to describe the mechanics of factoring a large retail store. He said:

"Retail factoring is new but we have applied the same principles that have proved so helpful to manufacturers and wholesalers. We say to the department store or large clothier, 'Let us take over your entire credit department. We'll check credits and handle collections, pay you cash for your charge and credit sales, and assume your bad debt losses 100%.'"

"We then actually pay the salaries of those employed, compensation insurance, taxes, postage, stationery, credit reports—all the expenses of credit and collections, and operate this department—all in the name of the store, without our identity being known to the store's customers."

In effect, he explained, the factor "leases" the credit department of the store, assumes all labors and expenses of the department, and backs its credit judgment by actually taking over responsibility for all credit losses.

Mr. Richland stressed these points:

"Through factoring, the manufac-

turer, wholesaler or merchandiser who enters a factoring agreement has cash in the bank instead of receivables on his ledger; the factor is interested in increasing his business because his profits depend on the volume of the business. When the factor advances money it is not a loan, as it is if the bank advances the money, and it cannot be called at an embarrassing moment.

"If the manufacturer, to get money, sells stock in his company he must expect to pay for the use of this money endlessly. The factor's money is tantamount to a capital investment and the net cost of factoring is usually very small."

"The factor, because he has a broad view of the entire financial and merchandising field, is often of great value to the company being factored. He may have superior knowledge, and better information, regarding commodity markets because his business counsel is based on operating experience and because his entire philosophy is to build up his client."

## "Need List" Gives Snap-on Men Concrete Objective for Each Call

This simple sales aid helps the salesman to build small accounts into bigger accounts—and to fatten the figures on his own commission check.

BY ALAN G. HOWES

Assistant Sales Manager, Snap-on Tools Corp., Kenosha, Wis.

**A**LTHOUGH our company has nearly 2,000 tools in its line, the finest sales tool we have ever given our men is the "Need List."

This is, in effect, a running inventory of our customers' needs and wants to which the alert salesman can make some addition on every call. Keeping such a record eventually puts the salesman in the position of knowing more about his customer's needs than the customer knows himself. It gives the salesman something live to talk about on every call—which is an invaluable advantage.

Snap-on has almost 600 factory-supervised salesmen working out of 30-odd factory branches all over the U. S. and Canada. It serves 137,000 garages, fleet owners, truckers, manufacturers, railroads, and many others.

These men making repeat calls week after week, needed some simple system with which they could tell at all times what they should try to sell.

After thorough testing by a few men six years ago, the Need List was furnished to all our representatives. It had invariably increased the earnings of the testing men by truly surprising amounts. Today every one of our leading producers swears by it. Because most of the company's business is done in the automotive field, it has been designed for this field particularly.

The Need List is a pocket-size loose-leaf binder holding two kinds of sheets—yellow for each shop and white for each man in the shop. On the front of the yellow sheet is space for the firm name, address, make of car handled or serviced, type of work done, foreman's or buyer's name, and

# CHEVROLET'S 1<sup>st</sup> AGAIN!

## THE GENERAL MOTORS LEADER LEADS THE PROCESSION AGAIN FOR '40

*Chevrolet, which leads in sales in General Motors and in the industry, presents its new 1940 line—brilliant successor to the fine Chevrolets which have led all other makes of cars in sales for eight out of the last nine years, including 1939.*

*The leader leads again! . . .*

Chevrolet, the General Motors leader—and the whole motor car industry's leader in quality, in value and in sales—now gives the most powerful expression it has ever given to Chevrolet leadership in the form of a brilliant new series of motor cars for 1940.

Having led its field in *car quality* year after year—Chevrolet now is offering the biggest quality leader ever to bear the Chevrolet name.

Having led the industry in *car value* over a

long period—Chevrolet now is building the greatest value leader ever produced by these factories.

Having led the industry in *car sales* for eight out of the last nine years—Chevrolet now is acting to extend and increase its sales leadership by offering the most desirable motor car it has ever presented to the public.

The new 1940 Chevrolet is on display at all Chevrolet dealers'. Eye it . . . try it . . . buy it . . . and convince yourself that "Chevrolet's FIRST Again!"

    
**Eye It · Try It · Buy It !**

**CHEVROLET MOTOR DIVISION, General Motors Sales Corporation, DETROIT, MICHIGAN**





# THE CHRISTIAN SCIENCE MONITOR

AN INTERNATIONAL DAILY NEWSPAPER  
BOSTON, MONDAY, DECEMBER 1, 1939—VOL. XXXI, NO. 261

ATLANTIC EDITION—FIVE CENTS A COPY

## New High Court to Get Vital New Issues

Supreme Court's 150th year anniversary with eight justices sitting — To decide Fair Trade Practices and redefine Labor Board



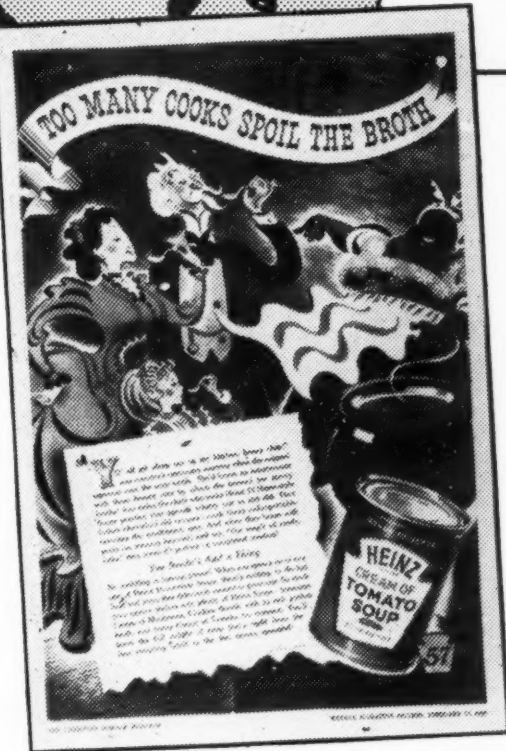
## Little Likelihood of Conflict Here

U.S. May Yield This Sector To Britain

## U.S. Refuses to Recognize Reich-Soviet Polish Grab; Senate Debates Neutrality

# STAR SALESMAN

moves HEINZ products from dealer shelves



Miniature reproduction of full page, 4-color advertisement in the Monitor's Weekly Magazine Section

H. J. Heinz Company have been consistent advertisers in The Christian Science Monitor for nine years. They know from experience that Monitor advertising helps to move Heinz food products off the shelves of dealers into the kitchens of Monitor families.

And Heinz receives a great plus value on their advertising—the interest and backing of dealers who place tie-in advertisements in the Monitor at their own expense. 939 dealer advertisements tying up with the Heinz campaign have appeared in the Monitor during two years.

May we show you how to put the Star Salesman to work for you?

# THE CHRISTIAN SCIENCE MONITOR

A DAILY NEWSPAPER FOR ALL THE FAMILY

Published by The Christian Science Publishing Society, Boston, Massachusetts

NEW YORK OFFICE: 500 Fifth Avenue

OTHER BRANCH OFFICES: Chicago, Detroit, Miami, St. Louis, Kansas City, San Francisco, Los Angeles, Seattle, London, Paris, Geneva

2832 FOOD RETAILERS ADVERTISE IN THE MONITOR

DECEMBER 1, 1939

[45]



# Why Mrs. America Is Growing More and More "Spice-Conscious"

Durkee's colorful display piece, with its free recipe folders, starts mouths to watering and moves not only spices but related items off the dealer's shelves.

**T**HE experience of the spice industry, which has been pulling itself out of the doldrums by its own exertions is striking proof that the food habits of consumers may be changed through promotion and education.

Spices were hard-hit during the depression, but it was not hard times alone that sent their sales curve down in the United States. The increased use of refrigeration had curtailed one of the incentives that forced our ancestors to use spices not just for flavor, but for their preservative qualities. Then, after the World War, the "Keep-all-food-bland-enough-for-baby" wing of the home economist school of cooking got the upper hand, and we went through a period when published recipes seldom mentioned spices or condiments, and indeed often neglected to mention even salt and pepper.

That was the sad state of affairs about five years ago. It was so bad, in fact, that it impelled the major spice grinders, brokers and importers of the United States to pool their efforts in a society known as the American Spice Trade Association, with the object of putting spices back on the kitchen shelves of average homes.

As a result, we now seem to be passing through a Spice Era, with even department stores cashing in on the trend. Home economists vie with one another today in recommending well seasoned dishes. Poor indeed is the women's magazine, or women's page in a daily newspaper, that does not publish recipes for dishes in which spices are not incidental but character-

istic ingredients. Moreover, individual manufacturers have been inspired to adopt educational programs, extending the work of the association, and to work closely with dealers.

The program of the association has been mainly educational. Housewives have been taught the uses of spices known to their grandmothers, but, until recently, unfamiliar to the present generation of cooks. Canners and packers have been encouraged to recommend, on their labels, the use of spices and condiments with their food products. Packers of spices have also learned to list uses of *their* products on *their* labels. This mutual aid system works to the advantage of all, for it teaches housewives to vary their menus

Faced with the fact that the average American housewife is familiar with only about five standard spices, and that such words as "cardamon," "cassia," "coriander," "fennel," and "tumeric" might as well be Pullman car names for all they meant to her, American Spice Trade Association undertook a cooperative promotion effort which is breathing life back into an industry that was alarmingly sick.

The spicy information at right and the pictures on page 51 are from the American Spice Trade Association's cookbook, "Season to Taste."

with well-seasoned dishes, of which their families probably partake more freely than they would of flat, flavorless concoctions.

It is not surprising that spice packers should recommend culinary uses of their products, on their labels and in recipe booklets. Not content with that, however, there is a drive on to discover non-culinary uses. Even now, on the Colman's mustard tin there are directions for preparing a mustard bath. European housewives still use black pepper as a moth repellent. The old-fashioned pomander has reappeared in bureau drawers and clothes closets.

Of greatest assistance to the spice industry, however, is the increasing tendency of packers of all sorts of foods to recommend a wider range of spices and condiments with their products. Apple sauce, purposely packed unseasoned because of its extensive use for babies, has a label suggesting that it be seasoned with cinnamon and combined with the beaten white of eggs,

Name	Description and Source	Food Uses
<b>SAFFRON</b> <i>Creus sativus</i>	Tiny stigmas of a crocus-like flower. Taken 225,000 to make a pound. Grown in Mediterranean areas. Three stigmas to each flower. Over 70,000 blossoms needed per pound.	Used principally for the pleasant pink color it imparts. Golden color and taste are a delight to Latin palates.
<b>SAUSAGE SEASONING</b>	A blend of herbs and spices.	Used to enhance sausage and to give it a distinctive flavor. Also used in meat loaf and other meat dishes.
<b>SAVORY</b> <i>Satureia Thymoides</i>	Herb of the mint family. Grows in sunny places throughout Europe.	Often combined with olive leaves to flavor meats.
<b>SESAME SEED</b> <i>Sesamum Indicum</i>	Small hairy seed, oval, brown, grown in Turkey, India and the Orient. The seed is much used for its oil and for its fragrance.	Imparts a nutty, nut-like flavor imparted to rolls, breads, etc. The seeds of sesame oil.
<b>SWEET BASIL</b> <i>Ocimum Basilicum</i>	Annual plant cultivated in Western Europe. Grows elsewhere. Leaves and tender stems are used.	Used usually to season tomato sauce, meat sauce, etc. A little-known flavor if well prepared, the appetizer.
<b>THYME</b> <i>Thymus Vulgaris</i>	Garden herb, grown in many temperate climates. Much imported from France. Leaves and tender stems are used.	Used in stews, soups, and dressings for poultry. Often used with other herbs.
<b>TURMERIC</b> <i>Curcuma Longa</i>	A root of the ginger family. Has a rich, appetizing, yellow color. Grown in India.	Used with mustard in pickling, and the two spices blend particularly well, especially in curry powder.



*It's the LIFE they lead...*



MINISTERING TO THE SEASONAL NEEDS OF A HOME is no nuisance to your real Suburbanite. It's fun! Just one of the little "puttering" jobs that make home ownership a year 'round adventure!

You can't understand a man's philosophy of life until you understand his point of view. And *point of view* has nothing to do with *place of view*. *Where* he lives is not so important; it's *how* he lives that counts!

This is why people can lead a *suburban* mode of life whether they live in big towns, small towns, in-between. Home, garden, children...these are the things that play major roles in their lives.

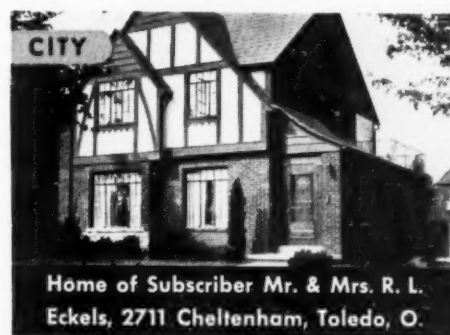
And the book that lives closest to their hearts and hearths is Better Homes & Gardens. More than any other magazine, Better Homes & Gardens mirrors their way of living; gets down to earth; tells them "how to" build better homes, plan better gardens, rear better children, serve better foods.

Here are 2,000,000 families whose hearts are in their homes...whose purses are eager to buy happiness. Here is the rarest bird in the publishing business: a magazine-market that is *big but hand-picked*! A market no advertiser in America, who is interested in *both* quality and quantity, can afford to ignore! Meredith Publishing Company, Des Moines.

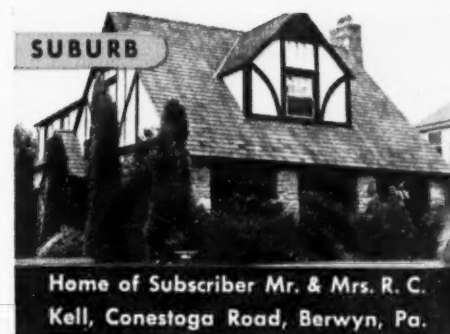
*It's the BOOK they read...*

## SUBURBAN

PEOPLE WHO LIVE LIKE THIS  
ARE SUBURBAN WHEREVER  
YOU FIND THEM...



Home of Subscriber Mr. & Mrs. R. L. Eckels, 2711 Cheltenham, Toledo, O.



Home of Subscriber Mr. & Mrs. R. C. Kell, Conestoga Road, Berwyn, Pa.



Home of Subscriber Mr. & Mrs. L. F. Worthing who live in Wharton, Tex.

## BETTER HOMES & GARDENS

REACHING 2,000,000 FAMILIES  
AMERICA'S BIGGEST HOME MARKET





for a light, easily-digested dessert.

On a can of pears you may find a label suggesting that the fruit halves be stuffed with cream cheese, flavored with paprika. On a pork-and-beans label, you find mention of mustard. The one-pound package of River brand rice has on it nine recipes, three of which mention nutmeg, two curry powder; and cloves, bay leaf and paprika are each mentioned once.

If you notice a section entitled "Spice Tips" on the woman's page of your newspaper, you may be reasonably sure that it originated with the association, as part of their syndicated service, "The Spice of Life," which is issued to approximately 1,000 publications. Except in New York City, this service goes to only one newspaper in a city, so that editors do not hesitate to use it in its entirety. In addition to the Spice Tips column of suggestions, there are recipes by Crosby Gaige, written in a sprightly style.

There's also a five-page radio script sent each month to broadcasting stations that request it. There are 350 stations on the request list now. This, too, is written in a breezy, personal style, so that it may be used "as is" by women commentators.

The association conducts a cooperative advertising campaign, handled by Charles W. Hoyt agency, N. Y., with copy appearing in such trade journals as *Bakers' Review*, *Canning Age*, *Meat* and *National Provisioner*. Themes for bakers and meat packers are the obvious ones, such as, "Use natural spices in your products." Current copy in *Canning Age* follows the association's plan of suggesting new and appetizing uses for spices in combination with other foods.



A trade-mark to flavor groceries with romance.

The association has won a reputation for resourceful cooperation, such as, for example, assisting in preparation of food articles, furnishing label suggestions in accordance with specific needs of packers, etc. A Chicago restaurant owner wanted a mural painting design with a spice motif; the association furnished such a design. Spices and herbs have become "fashionable" within the last year or two, and smart specialty shops, high-class grocery stores and even department stores have been open-

ing "Herb Shops" and "Spice Shops." The association has had a hand in helping to plan some of these.

Admirable as the association's work has been, there is still room for improvement. This was the conclusion of Durkee Famous Foods something over a year ago, upon facing the realization that of the 30-odd regularly available ground spice items, the average housewife is familiar with just about five—pepper, cinnamon, nutmeg, ginger and cloves. These five have accounted for approximately 75% of the total package spice business in this country.

This comparative indifference to spices on the part of most housewives, together with the fact that so many spice items, unless they are pushed, remain overlong on dealers' shelves, impelled Durkee to adopt an aggressive program of consumer education and dealer assistance.

The firm was founded in 1850, by E. R. Durkee, a young pharmacist, who began by manufacturing baking powder in one room in New York, progressed to salad dressing and condiments, marketing some of the spices he had been grinding for his salad dressing. Part of the acceptance of his products was owing to their convenient and attractive packing, for he had profited by his training in the drug field, where small, neat packages were the rule before the food world generally adopted such methods.

He died in 1884 and was succeeded in the management of the business by his son, E. W. Durkee, who continued in control till 1926, when he also died.



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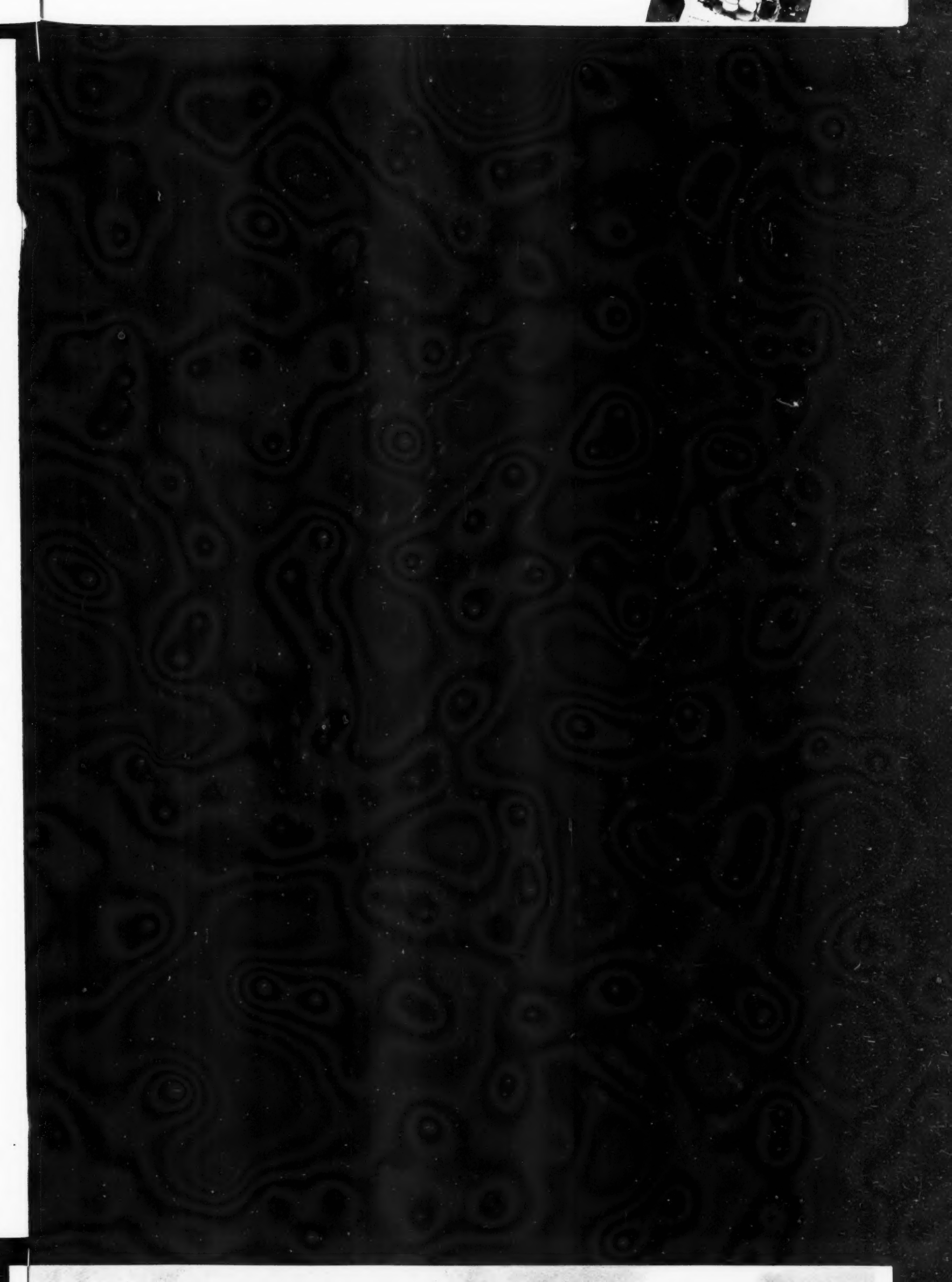
The business was then acquired by the Glidden Co., but it is still operated under the same basic policies as the original Durkee firm. The factory and sales offices are still at Elmhurst, Long Island, their site since 1917. The line has now been expanded to include cocoanut, and specialty items, such as onion, garlic and celery salt, blended seasonings and extracts.

The present spice sales promotion plan went into effect last Spring, when three quarters of a million consumer leaflets, together with display cards, were distributed to dealers. The leaflets, were educational, mentioning 20 different spices to be used in every-day foods—celery seeds in cole slaw; cinnamon with sweet potatoes; paprika with corn on the cob, etc.

Response to this test campaign was excellent; so good, in fact, that the Durkee company decided to issue a Summer feature, familiarizing consumers with new and novel uses for spices during the warm weather months. Chains and wholesalers handling the Durkee line were invited to participate in this new promotion; retail associates were promptly supplied with colorful illustrated display cards together with quantities of recipe leaflets.

The leaflets contained tested recipes for pickled fruits and vegetables, appetizers, sauces and Summer beverages such as spiced pineapple juice, clove lemonade, ginger sour, spiced iced coffee, etc. The cards were especially attractive, with a four-color illustration showing a traveling caravan with spice-

SALES MANAGEMENT









● Inside the cabin of a modern steam shovel are a series of levers not much larger than the faucets in your bathroom . . . yet so flexible do they make the powerful mechanism that through them the operator can handle his giant shovel as accurately as if it were a garden spade.



**IF IT'S SALES** you have to dig for, open your Standard Rate and Data to the rotogravure section, and get the facts on an advertising tool which combines power and flexibility to no less marked a degree than does the steam shovel.

Bought in economical groups, rotogravure is powerful enough to dip up over 50% of the nation's homes and deliver them to you as prospects. Bought in individual sections, it is flexible enough to let you select any city, area or zone in the country and subject it to an intensive, self-merchandising sales drive. Self-merchandising, because rotogra-

vure's reader interest and circulation are so high that not only your prospects but your outlets will be deluged by sales messages.

With these facts in mind it is easy to see why advertisers, even in such competitive fields as transportation, get results from rotogravure which warrant the success stories published on the next page. For the experiences advertisers in your own field have had with rotogravure, write Kimberly-Clark. Because in addition to manufacturing Rotoplate, Kleerfect, and Hyfect—three of the most widely accepted rotogravure papers—Kimberly-Clark maintains a research department and a statistical bureau to serve publishers and advertisers. The Kimberly-Clark Corporation, 8 South Michigan Avenue, Chicago, Illinois.

# *When Transportation Advertisers want More for their money they buy Rotogravure*



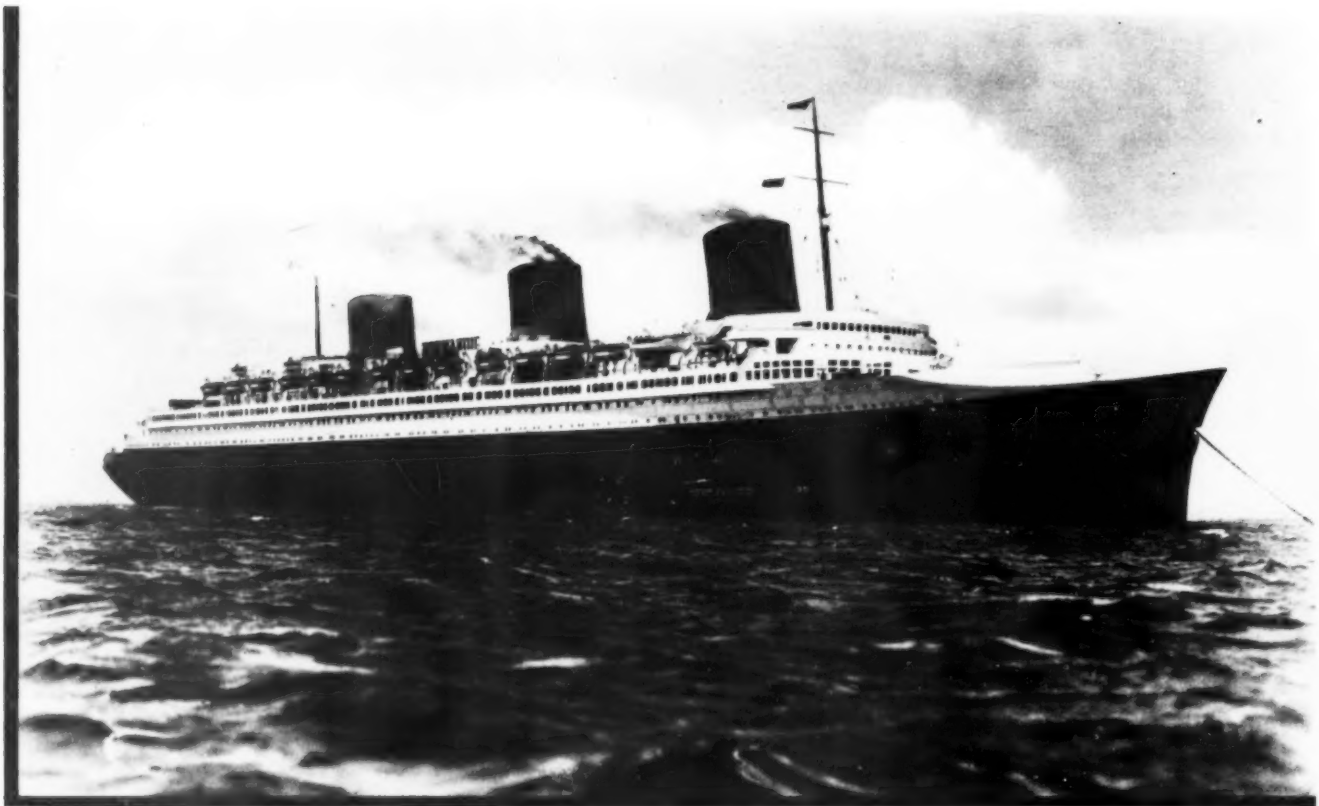
## **FRENCH LINE**

"The service we offer the public is one that lends itself to dignified, colorful advertising. With this in mind, rotogravure is included in our schedules each year. We consider it to be very effective and of definite advantage."



## **SEABOARD RAILWAY**

"The period during which Seaboard showed an increase of 32.42% coordinated with the year in which we first used rotogravure. We are sure from the excellent results we have obtained in the past that rotogravure will have an important place in the coming Seaboard advertising campaign."



# **Kimberly-Clark Corporation**

Established 1872 • Neenah, Wisconsin • 67 Years of Service

**NEW YORK**  
122 East 42nd Street

**LOS ANGELES**  
510 West Sixth Street

**CHICAGO**  
8 South Michigan Avenue

laden camels and bearded men in flowing white robes, against a deep blue starry sky.

Advertising text included such reminders as "Spice Is the Variety of Life" and "Spice-Wise Cooks Are GOOD Cooks." A red arrow imprinted on the display card carried the message, "Take One" and pointed toward the booklets, for which a die-cut receptacle was provided in the card.

By Autumn of this year, Durkee's spice sales were definitely up. Part of the increase may have been owing to the wave of consumer buying of food-stuffs resulting from the outbreak of the European war (especially marked in the case of spices, since nearly all are imported). But the sales curve had been rising before the outbreak of the war and it was clear that the program of consumer education was clicking. People were becoming more "spice-conscious."



Herb of the mint family. Imported mostly from France and Germany and Hungary.

The magic of marjoram with roast lamb, stews, soups, sausages is older than Epicurus himself. (Queen Bess so liked its stimulating fragrance that she used it as perfume!)

To continue with dealer assistance and to carry consumer education another step forward, the Durkee company is now using special advertising promotion for the Fall. The new display cards are purple, gold, red and green. The illustration depicts a medieval feast, with pages carrying heavily laden platters to a banquet table. The theme is indicated by the message on a banner, carried by one of the page boys: "Flavor for the Feast."

Again, a red arrow suggests, "Free—Take One," as it points to the pocket containing a new recipe booklet, in which there are directions for preparing various types of poultry stuffing—sage dressing, herb stuffing, oyster, chestnut, duck and goose stuffings. Included in the folder also are recipes for chocolate nutmeg fudge, plum pudding, pumpkin pie, spice cookies, etc. There's even a recipe for Old-Fashioned Pomander (scent balls) for clothes closets—made by sticking whole cloves into the skin of an orange until the rind is completely covered.

This program of consumer education is available to all retail grocers served by Durkee's wholesale distributors, as well as to chains handling

the Durkee line of spices. The favorable response it has met is not surprising, for the mark-up on spices is high and a plan which speeds turn-over naturally appeals to retailers. Besides, dealers like to sell spices because they are never used alone, but always in conjunction with other foods. Indeed, they stimulate the appetite and increase consumption of other foods. The entire cost of the promotion program—printing, advertising, distribution, mailing, etc.—is absorbed by Durkee—a free service to its distributors.

This help by Durkee to dealers has met with hearty endorsement by distributors. A similar type of promotion will, in all probability, continue throughout the coming year.

An effective plan of promotion, also used by Durkee to help boost jobbers' sales of package spice items, is the arrangement of a prize contest conducted among the jobber's salesmen. Such contests usually run for a period of two weeks. The cost of the prizes, absorbed by Durkee, runs in direct proportion to the jobber's purchases; the selection will, of course, vary, depending upon the appropriation, but usually includes sufficient major items to insure winnings by at least half of the contestants.

Prizes used which seem to have unusual appeal include ping-pong tables, Rogers silverware, table radios, fishing equipment, automatic toasters, etc. All prizes are obtained and sent to the jobber's establishment before the contest begins, to provide an incentive to the men. If half of the staff wins major prizes—which is usual—the others also receive consolation prizes (after the contest), perhaps an attractive salad bowl set or one of the popular Durkee Household Assortment boxes. The good will of the entire jobbing sales staff is thus maintained.

Another Durkee procedure liked by jobbers is the firm's method of pricing spices. The list is based on the actual value of the merchandise, each item being offered at an individual price rather than an arbitrary flat average. This permits changing as often as necessary to follow market

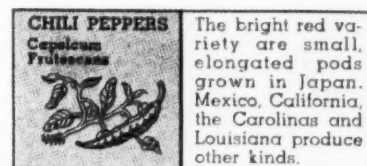


Nail-shaped flower bud of the stately clove tree. Originally found only in Netherlands East Indies. Now also grown in Madagascar and Zanzibar.

No well-baked ham would be guilty of appearing at table without its studs of cloves. The pomander balls which used to hang in Grandma's closet were clove-covered oranges; and the kiss which too cheerful Grandpa gave her had a clove-covered breath.

fluctuations and keeps distributors well informed on actual spice values which should be reflected in selling prices.

An example of Durkee's alertness in tying-in with the work of the American Spice Trade Association is its use of the cooperatively published cook book, "Spices and How to Use Them." Durkee has taken a large quantity of these books and had the firm's name imprinted on the front cover instead of the name of the association, and has inserted in the edition two full-page illustrations of Durkee items. Thousands of these booklets have been given away to teachers of home economics. In two of the small booklets, distributed through Durkee dealers, there have been offers of the larger book, at 10 cents a copy.



The bright red variety are small, elongated pods grown in Japan, Mexico, California, the Carolinas and Louisiana produce other kinds.

Mexico in the mass would rather give up those oil wells than live without chili con carne . . . American Cookbooks Please Copy.

Despite the success of individual manufacturers and packers, and the growing "spice-consciousness" of American housewives, it cannot be said that spice imports are at a high level. The value of 1938 imports (of all kinds) was \$1,961,000 46½% of the 1927-8-9 average. Spice imports are also down, but they are in a better position than general imports. As M. L. Van Norden, chairman of the Campaign to Increase the Use of Spices, explains it:

The average value of spice imports for 1927-8-9 was \$17,040,000, and the average volume of spices was 96,084,000 pounds. On the other hand, the value for 1938 (adjusted for various special conditions) was \$6,193,000, and the volume was 77,784,000 pounds; so that the adjusted volume was 81% of the 1927-8-9 average, and the adjusted price was 45%. The figures show that while the price level dipped 55%, the import volume dipped only 20%. In other words, spices did not lose ground as did general imports.

"The way spices resisted the downward trend seems to be proof that the American public is using more of them as time goes on, and that the campaign which we have been pushing so vigorously is slowly but surely making our people spice-conscious and introducing spices as a staple into more and more American homes."





Bastian-Blessing wanted "showmanship and drama" at the national metals show, so it set up this booth. Note the man in the window holding an oxy-propane cutting torch. Pretty quiet? Well . . . at left is a small slice of the crowd that milled around the demonstration from the moment it first went on.

Based on an interview with  
**ELLSWORTH L. MILLS**  
*Vice-President, The Bastian-Blessing Co.,  
 Chicago*

## How Bastian-Blessing "Stopped the Show" at the Metals Exposition

Welding equipment maker pulls in eight times more orders when he abandons funeral parlor exhibit technique and substitutes an exciting industrial drama.

**M**ORE than eight times as much deliverable business was sold by the Bastian-Blessing Co., of Chicago, at the National Metal Congress and Exposition, held recently in the International Amphitheatre, Chicago, than at any previous show in the history of the exposition. When any company boosts its sales, under exactly the same circumstances, more than 800%—there must be a reason for it.

Executives of Bastian-Blessing credit the enormous increase in orders at the show very largely to showmanship. The company built up a demonstration that was highly dramatic. Crowds pushed around the exhibit endlessly.

Bastian-Blessing manufactures soda fountains, ice cream freezers, coffee equipment, syphon fillers, bar equipment, carbonators, welding equipment, petroleum gas apparatus, beer apparatus and bottling equipment. It supplies 21 markets. Approximately 32,000 persons identified with the metals industry registered at the National Metal Congress, and more than 90,000 visitors passed through the gates. This year exhibitors occupied 83,000 square feet of exhibit space.

Inasmuch as this was a metals congress and the visitors were primarily interested in apparatus for metal working, Bastian-Blessing built its entire exhibit around equipment for welding.

"There has been for a long time, especially among the younger men in the industrial marketing field, the feeling that perhaps the lag in the capital goods industry was occasioned by the failure to inculcate the showmanship, impression power, dramatics, that might impel the broad range of consumers into purchasing," said Ellsworth L. Mills, vice-president to an SM reporter. "We thought we'd go to work on that."

Some time ago, after reading Borden

& Busse's book on "How to Win a Sales Argument," Mr. Mills confesses, he began to feel that more dramatic power could be introduced into B-B industrial marketing. So he constructed such a presentation. He introduced it through the medium of a professional theatrical cast, showing the "before and after"—the wrong way and the right way—to use equipment. It brought down the house. The unveiling was at the national convention of his company.

The value of the dramatic touch in industrial marketing has since grown in Mr. Mills' mind—as witness the metals congress show. He recognized that he was spending more money on an exhibit that the company had ever invested before. So he wanted the super-dramatic; something spectacular.

Knowing the worth of the improvements in his products, and the importance of gas welding in the heavy goods industries in all their wide ramifications—and recognizing, too, that the metal trades are alive—he wanted to grab the high spot of the show. He did. It was there with flame, sparks and fire!

"The girl from the street" operated



*This advertisement is number 4 of a series*

## "...and there was *Light!*"



Back in 1888, eight years after Edison invented electric light bulbs, G. B. Baker started as a merchant in Ottumwa, Iowa.

It is doubtful that in those frontier days Ottumwa had its first electric light, but it DID have Baker. It still has. Today he's plugging air conditioning units, and selling them too, along with all modern electrical appliances. Today Ottumwa, a thriving industrial town of 28,000, is like any good town of similar size ANYWHERE in the United States.

For a sales experience you should drop in at G. B. Baker's 213 Main Street store, exactly 87 miles southeast of Iowa's capital city, Des Moines. Baker knows the buying habits of Iowans.

When we wanted new light on Iowa merchandising we asked if we could survey his Ottumwa charge account list. He gladly cooperated... "and there was light" plenty!

Careful check showed one newspaper, *The Des Moines Sunday Register*, is read by 360 of his 442 accounts, 81%! Of Ottumwa's 7,521 families, 86% are Sunday Register readers.

The survey was interesting but not news to Baker. He knows, along with thousands of Iowa retailers, that better than 80% of ALL the urban families throughout Iowa (there are 258,286 of them) regularly read *The Sunday Register*. They know too that advertising in *The Sun-*

day Register spotlights their merchandise, brings buyers, creates turnover and profits.

Last year retail sales in URBAN Iowa alone were \$434,163,000 (\$78,953,000 greater than in the city of Cleveland). Only six cities in America have a greater retail sales volume than urban Iowa.

And 4 out of 5 families in an urban market as rich as this can be reached easily and inexpensively with one newspaper.

### The Des Moines *Sunday Register*

Lowest milline rate in Iowa \$1.64

335,303 6 mo. A.B.C.

(Affiliated with the Cowles stations—KSO, KRNT, WMT and WNAX)

Write for a  
Free Booklet

**4 out of 5** urban living Iowans read *The Des Moines Sunday Register*—constituting America's No. 7 market

a torch. A skilled craftsman demonstrated the operation of equipment. A history of welding torches from early days to modern times captivated everybody, including high school students coming through. There were easy chairs for wives to sit in while their husbands absorbed the drama—but, somehow, the wives were absorbed in the demonstrations too.

J. C. Owen, a youngish chap who had had his moments with dramatics while in college, happens to be sales promotion manager for Bastian-Blessing. He thought he could apply some of his college-learned histrionics and his bosses agreed to let him up-and-at-'em. A new audio system originated by Allied Radio was installed in the exhibit.

Mr. Owen, words ready on his tongue, steps to the "mike." There's movement in the crowd. At his first words, accompanied by a stream of light from a welding torch, people begin to gather. Floyd Young, expert technician, applies the flame. Metal melts under the hissing tongue of fire. Iron seems to be cut like butter.

### Gosh, This Is a Thriller!

Let's hear Mr. Owen's words, as taken down by a stenographer:

"Now we are cutting with the Rego KX cutting torch: Cutting with oxygen and propane! This has never before been demonstrated at any show! Watch the operator! Here goes the bucket test. First, he lights the torch and plunk! Down into the water. If you see the gas burning above the water it means that we do not have enough oxygen for the preheat flame. Ah, there it is. He will need a little more oxygen. Here it goes again. It's O.K. now. The gas isn't burning above the water . . . combustion is completed below the surface.

"That's the way a beginner learns to neutralize the oxy-propane flame. Not you, Floyd, for if you don't know how to adjust the flame no one else does. After you have done this a while you can tell a neutral oxy-propane flame with the eye.

"Now, here we go, cutting a piece of metal a half inch thick and look! Look, folks! Only 15 pounds pressure for oxygen and two pounds propane pressure. Watch as he preheats. There it goes . . . cutting fast and clean. Notice how easy he manipulates the torch . . . it slides through his fingers just like a billiard cue. All right, Floyd, let's give them a pierce job.

"He's preheating now, bringing the material up to the kindling temperature. Watch it! There goes the oxygen high pressure valve and a pure stream

of oxygen goes right through. It's a matter of a moment. Now he is rounding out the hole and the plug falls. Notice the long-model torch, folks. It's a standard model with Rego. See its stainless steel head and tubes, giving added strength, eliminating the tendency to head warpage.

"If you use a cutting torch for a hammer as well as a cutting tool the KX will take it! If you'd like to get the feel of this beautiful balanced torch you can do so by stepping into the cutting booth or over to the cutting torch display panel where you can see the variety of KX models.

"And, next, ladies and gentlemen, we are going to do something unusual . . . a tough job . . . piercing two half-inch steel plates, one on top of the other . . . with an air-gap between. He's changing tips now.

"Floyd, show them the two-piece construction . . . and while you're doing that . . . hand them the torch . . . they're dying to get hold of it. (The torch goes out into the crowd.) Notice the balance . . . notice the triangular arrangement of the tubes for added strength against bending . . . notice the steel spacer bar to give strength against crushing . . . that high pressure valve lever that you are squeezing is the only leak-proof high-pressure valve lever in a cutting torch on the market."

We could quote Mr. Owen for another page or two while the demonstration builds up to its climax but this much, probably, gives the idea. It's

warming the interest of the crowd with action, with fire, flame, sparks; the almost uncanny picture of a red-hot tongue licking its way through hard metals.

The National Metal Congress drew members of a large number of organizations from all over the United States and Canada. Among those present were members of the American Welding Society, the Wire Association, American Society of Metals (Iron and Steel division and Institute of Metals division), American Institute of Mining and Metallurgical Engineers and the International Acetylene Association.

When Mr. Owen closed his dramatization with "That's not good, folks! That's perfect!" he'd completed a sales talk that took hold. The congress is old. William H. Eisenman has been its secretary for 21 years. He and thousands of others applauded the Bastian-Blessing demonstration as a new high in practical tool demonstration.

That's all fine, of course, and such things go to make a trade show a success. But, aside from mere exhibition-ship, and the fun in it:

Bastian-Blessing's sales at the show jumped to an all-time high; to 800% over its best previous year at the show.

"And," said Mr. Mills, "We've got so many more live prospects to work on as a result of that demonstration that . . . well, it's going to keep us busy for a long time."

## Marketing Flashes

[Songs Sell Shoes—Dog Food with a Vitamin Vein—]  
Gotham's Milk Cartons Proliferate

### Shopping Sonatas

If hens will perform better with a radio in the henery—as farmers have discovered—will patrons lay more golden sales eggs to music in a shoe store?

Thom McAn Shoe Co., operating 646 outlets in 350 cities, is trying to find the answer to this question. Two of its stores, in N. Y. and D. C., are broadcasting concert music with no advertising or announcements. Concealed loudspeakers fill the shops with subdued melody. Programs are piped in by Wire Broadcasting Corp. of America, in N. Y., and by Tele-Vision-Music, Inc., in Washington.

Although response from customers and clerks so far has been favorable, McAn officials will continue to experiment before extending the music to other stores. They want to know if

tuneful selling gripes or gratifies at a shoe fitting; if it sends customers away humming, with a pleasant recollection of their visit. And does opera with a pair of oxfords, a waltz with pumps cheer the clerks, reduce nerve strain?

Should the answers be affirmative, all McAn stores will probably tinkle and jingle, with the cash register joining in choruses. Other stores would imitate—while the American Society of Composers, Authors and Publishers jumps for joy.

### Frex

Beefare Corp., Chicago, is marketing a new type of dog food, "Frex," under a franchise similar to Coca-Cola. Local meat packers make and distribute Frex daily in pound boxes with a transparent top. The formula, national ads, packaging and machinery of manufac-





# POWER!..

**OREGONIAN CIRCULATION** is Power Circulation. It delivers the power that comes only from steady, consistent growth obtained without the use of solicitors, premiums or consolidations. It rests purely on Reader Interest. People buy The Oregonian because they like it, want it.

Oregonian circulation not only gives the advertiser complete, balanced coverage of the market—all of Oregon and southwestern Washington—but gives him responsive readers.

## It gives him results!

Proof? Our national representatives have a whole trunk full of convincing testimonial letters and success stories they'll be glad to show you, but just to pull out a few, consider these:

A tire distributor sold \$6,000 worth of tires from a 4 col. x 16" Oregonian advertisement costing \$224.

One of Portland's largest theaters, an exclusive Oregonian advertiser, used a page advertisement in The Oregonian, with three small follow-ups to pack the theater for a solid week.

A seed distributor reports that his regular, small-space advertisements in The Sunday Oregonian bring 25% more orders than similar advertisements in a long list of other media.

Oregonian circulation is Power Circulation. Harness that power to your own sales effort in this rich market this year. *Printers' Ink* reports that Portlanders have an average buying power of \$533 per capita—\$218 above the national average. Get your share with The Oregonian!

**CIRCULATION UP 18% . . . September 30, '39 over '35**

# THE OREGONIAN

*The Great Newspaper of The West*

**PORTLAND, OREGON**

**National Representatives:**

**PAUL BLOCK & ASSOCIATES**

New York • Chicago • Boston • Detroit • Philadelphia  
Cincinnati • San Francisco • Los Angeles • Seattle

DECEMBER 1, 1939

[55]

ture are controlled by Beefare.

Aside from the freshness appeal, Beefare claims that saving by using cartons instead of cans permits an expenditure of "20 to 30% more in food ingredients than any other 10-cent moist dog food." Moreover, "the exclusive Frex method of slow cooking at low temperatures retains precious vitamins, lost from ordinary dog foods cooked at high temperatures" in cans.

Local packers have in Frex a "profitable outlet for meat by-products without going to the expense of installing canning equipment." Fried & Reine-man Packing Co., Pittsburgh, is the first firm to be licensed.

Newspaper ads and a program on Pittsburgh's KDKA are covering F & R's territory. BBDO is the agency. After New Year's, when other packers will get franchises, ads will be extended, with national coverage as the goal.

Beefare is affiliated with Wessel Co., also of Chicago, which specializes in lining up co-op localized industries for national advertising. It was behind the Philadelphia Orchestra radio program, sponsored by 54 banks for three years.

### Buick Taxi

Buick Motors brings out a taxicab model, the first time it has entered this field. Equipped with Foamtex rubber on all seats, theftproof devices for radiator filler caps, gas tank cover, etc., it has a 121-inch wheel base. The straight eight engine is identical with that of the current series 40 Buick.

A red telltale light on the instrument panel warns the cabbie if a rear door is open. Nothing warns him if a fare has only a \$10 bill, for which no cabbie in history can make change.

Production already is under way on orders for several cab companies, one firm having bought a fleet of 480, sight unseen.

### Counting Eye

An electric eye which counts attendance at movie theatres, etc., is being marketed by Conrac, Inc., Newark. It uses a series of light beams focused on photo-electric cells. These beams broken by the passage of a customer through a doorway, are connected electrically with a counter mechanism similar to the mileage meter on an auto.

Of course, electric eyes are not new, but this one has fancy fixings. While it counts every person entering the doorway (even when two people come in abreast), it does not count persons leaving. It doesn't count swinging hands, an incompleting entrance, or

small objects moving through the beams.

An alarm calls attention to abnormal interruption of the beam. The attendance register supplies an original and carbon copy report showing hourly record of count, time, date, and a complete record of time involved if and when the alarm circuit is used.

The owner of a chain of theatres may have one of the devices in his office to register up-to-the-instant information on all doors in his chain. More than one doorway may be connected to the printing register. What a happy time this will be for Joe Mogul to gloat, "Looka them customers jammin' into the Bijou!"

### Cartons and Cans

Fibre cartons got a big boost and Glass Container Association of America got a bust in the snoot when Sheffield and Borden companies began partial deliveries of two-quart fibre milk cartons in Metropolitan N. Y.

The two milk firms sell to about 1,000,000 families in Gotham and to 2,500,000 in the metropolitan area. Each week some 40,000 more families will get their milk in the containers until complete distribution is reached next February. The two-quart size is 1½ cents a quart cheaper.

Although the two-quart "package" is comparatively new, single quarts have been in use for ten years. The U. S. currently uses some 30,000,000,000 packages of milk yearly, of which

about 35% is sold through stores. At the end of the first year of complete city-wide home delivery of the two-quart containers by Borden and Sheffield, it is estimated that 365,000,000 additional packages will be sold. Which is a tidy hunk of fresh business for American Can Co., supplying Borden and Sheffield.

Our fellow citizens open 14,000,000,000 tin cans of food annually, 600,000,000 beer cans, and 480,000,000 cans of motor oil.

First produced in Jersey City, American Can's fibre container lined with paraffine is now made at plants in Chicago, San Francisco, and Los Angeles.

### Magic Hanger

Is the name of a new coat or clothes hanger produced by Magic Hanger Co. from Monsanto Chemical Co. plastics. Ridged rubber cushions on the top prevent most types of garments from sliding off. Ladies' slips and lingerie with shoulder straps (they fall off ordinary hangers) are held by plastic clips which pop up from the top of the hanger when released by concealed triggers.

For skirts, the hanger has two loops into which the belt loops fit. Skirts hang straight without wrinkling.

Because the hanger, in addition, is lightweight, durable, washable, comes in assorted colors, it won an award in the competition sponsored by *Modern Plastics* magazine.

## Pacific Coast Sales Executives to Hold First Conference in February

**W**HEN the Pacific Coast Regional Conference of Sales Executives is called next February by Hugo A. Bedau, president of the San Francisco Sales Managers' Association and vice-president of the National Federation of Sales Executives, delegates will settle down to an intensive study of the part sales management and salesmanship have played in "the American way of living." Sponsored by the San Francisco Association, the Conference, the first of its kind, will be held in that city February 9-10 to bring together the leading sales and marketing executives of the entire West.

In announcing the program of the coming conference to the SALES MANAGEMENT reporter, Mr. Bedau described it as a broad one, including: A study of the consumer movement in all of its aspects, with the object of combatting the movement by correcting

the evils that gave rise to it; discussion of the legislative trends which are restricting the free flow of merchandise and "Balkanizing the United States"; and discussion of specific matters that have to do with the job of sales management, such as selection of men, supervision, educational guidance in the technical aspects of selling and in the professional attitude of salesmanship.

This latter problem, Mr. Bedau believes, "is the core of the broadening responsibility of sales management which must develop a positive rather than a passive attitude towards the larger issues surrounding salesmanship. It is the sales manager's job to bring in the money. He must be concerned with anything and everything that helps him do this, or that prevents him from doing it.

"In order to take its rightful place in the economic structure," Mr. Bedau

continued, "sales management must develop a more professional attitude. It is imperative that the public, as well as our association men, come to recognize the professional status of sales management and the leading part it has played in the creation of the American way of living. Perhaps it is not an exaggeration to say that salesmanship, in the true sense, has made possible our American economy and American standards."



Hugo A. Bedau, president of the San Francisco Sales Managers' Association, and v.p. of the National Federation of Sales Executives, who will welcome delegates to the conference.

Consumer movements are not something to be blindly combatted, Mr. Bedau pointed out. Sales management must be in a position to demonstrate to industrial management, he said, that consumer complaints may grow out of actual weaknesses that should be corrected. "Industry should find out why the consumer is mad, why there is a consumer movement in the first place, how many of the consumers' grievances are founded and what can be done to correct the real evils if they exist."

In stating that these are some of the big problems for discussion that the first Pacific Coast Conference is setting for itself, the president of the San Francisco Sales Managers' Association, oldest established sales managers' club in the United States, said that the plan of the conference will be to permit adequate discussion by groups of the topics raised in the papers to be presented by the leading speakers. "It will be an actual conference. We want to study before we act."

Prior to the conference, the Los Angeles and San Francisco associations are working to put through the organization of sales managers' associations in Seattle and Portland. Membership of each club will include 50 or 60 key sales executives.

Mr. Bedau is district sales agent, Marchant Calculating Machine Co.

#### McK & R Appoints Van Riper

L. M. Van Riper has been appointed advertising manager by McKesson & Robbins, Inc., New York. He has been with the advertising and sales promotion department since 1929. Before that he was a production executive of Conde Nast Press, vice-president and general sales manager of Ajax Rubber Co., and branch manager of United States Tire Co.

DECEMBER 1, 1939

# What is your I.Q. on the subject of advertising agency accomplishments?

*Here are five questions of  
interest to every advertiser.  
Do you know the answers?*

- QUESTION No. 1** What agency has placed the largest volume of radio network advertising since the beginning of broadcasting?
- QUESTION No. 2** What agency places two weekly radio programs for one product, each of which has a higher current "listener rating" than the programs of any competitive product?
- QUESTION No. 3** What agency has been appointed during the last 24 months by 9 food and beverage advertisers?
- QUESTION No. 4** What agency has handled 11 accounts from the beginning of their advertising, the average length of service for which is 17 years?
- QUESTION No. 5** What agency ranks first in number of clients for whom it places outdoor advertising?

*For the answers see next page*



## Here are the answers to the questions listed on **PAGE 57**

### QUESTION No. 1

*What agency has placed the largest volume of radio network advertising since the beginning of broadcasting?*  
The answer is, "Lord & Thomas." From 1926 through 1938, expenditures in network radio advertising by Lord & Thomas clients totaled \$48,459,954. This is 19% more than the amount placed by the next ranking agency.

### QUESTION No. 2

*What agency places two weekly radio programs for one product, each of which has a higher current "listener rating" than the programs of any competitive product?*

Each of the two Lucky Strike programs, "Your Hit Parade" and "Kay Kyser's College of Musical Knowledge," currently has a higher rating than any other show produced in the interest of cigarettes. Both are handled by Lord & Thomas.

### QUESTION No. 3

*What agency has been appointed during the last 24 months by 9 food and beverage advertisers?*

During the past twenty-four months, Lord & Thomas has acquired fourteen new accounts, nine of which are in the field of food and beverages. These are:

California Prune Industry  
J. A. Folger & Co. (*Folger's Coffee*)  
Kelling Nut Co.  
Liebmann Breweries, Inc.  
Milk Industry of San Francisco  
National Biscuit Co. (*Cubs Cereal*)  
Pabst Sales Co.  
Sprague, Warner & Co.  
Sunnyvale Packing Co.

### QUESTION No. 4

*What agency has handled 11 accounts from the beginning of their advertising,*

*the average length of service for which is 17 years?*

Lord & Thomas has handled the advertising of the following accounts from their beginning:

All-Year Club of Southern California—18 years  
American President Lines—15 years  
Calavos—13 years  
Cubs (National Biscuit Co.)—1 year  
Kleenex—15 years  
Kotex—16 years  
Pepsodent Dentifrice—23 years  
RCA—19 years  
Sunkist—32 years  
Sun Maid\*—19 years  
Union Oil Co.—16 years

This represents average service per client of 17 years.

\*Except 1923-'28.

### QUESTION No. 5

*What agency ranks first in number of clients for whom it places outdoor advertising?*

The answer is, "Lord & Thomas."

This agency also ranks first in the volume of business placed direct with outdoor advertising plant operators.

Three times during the current year the largest order issued for any single month for any one advertiser was placed by Lord & Thomas.

In addition to this, Lord & Thomas placed the largest display (with one exception) for a combination of electric spectaculars, neon and painted bulletins for any single advertiser during the current year.

To handle this volume of business, Lord & Thomas has one of the largest and most complete outdoor advertising departments of any agency.

## Advertising Campaigns

(Continued from page 21)

campaign in *Collier's*, *Life*, *Time*, *New Yorker*, with Lawrence C. Gumbinner in charge. Brown & Thomas agency handles other imported brands.

Hiram Walker (Sherman K. Ellis agency) boosts Canadian Club with a magazine color spread "The Spirit of Christmas Past . . . and Present." The slogan "Get That Ten High Smile" is adapted to "Give That Ten High Smile" for Ten High whisky in 250 newspapers and magazines.

Martini & Rossi vermouth advises magazine readers to "Be One of the Crowd—and Be Moderate, Too" in ads prepared by Charles W. Hoyt agency.

Ben Burk, Inc. (Pedlar & Ryan agency) increases number of insertions in more than 200 newspapers.

Frankfort Distilleries repeats its by-now-famous egg-nog recipe—with Four Roses whisky—in color pages in ten magazines. Young & Rubicam in charge.

Glenmore (D'Arcy agency) uses 150 newspapers to remind holiday-makers of its bourbons.

Johnnie Walker Scotch, Canada Dry Ginger Ale, Inc., distributor, is called an "imported" and an "important" gift in 122 newspapers, and in two- and four-color magazine pages. J. M. Mathes agency.

Cognacs, rums, Angostura bitters, wines—indeed brews, vintages, distillations of every sort—join in the chorus to sip *this* brand and to urge:

Fill the flowing bowl.  
Every drop we sprinkle  
On the brow of care,  
Smooths away a wrinkle.

## Revlon Lipstick

Revlon Products Corp., N. Y., maker of fingernail enamel, answering an insistent demand from Mrs. and Miss Public, brings out a lipstick to match its enamel colors.

Copy broke November 26 in some 15 newspapers throughout the country, and December issues of *Vogue*, *New Yorker*, *Mademoiselle*, *Good Housekeeping* carry pages in color. Abbott Kimball, N. Y., is the agency.

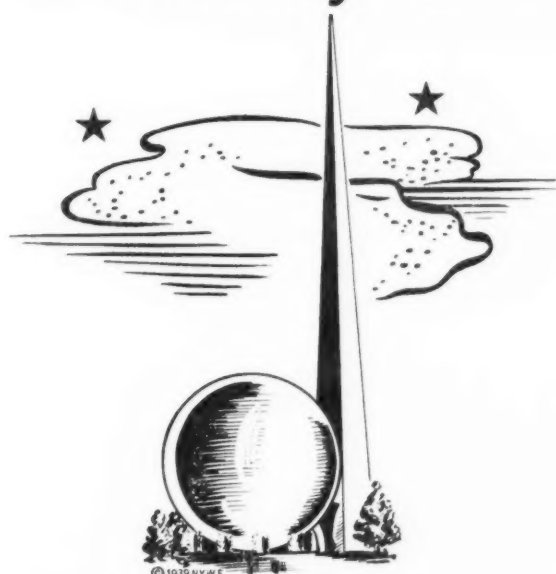
Besides playing up "entirely new colors in lipsticks—'Shy,' 'Chilibeau,' etc., ads dwell on the desirability of "keeping lips and fingertips in tune." To assist such harmony, a Purse Pouch holding enamel and lipstick is offered for the price of the cosmetics alone, \$1.60. A fashion show last week at N. Y.'s Hotel St. Regis introduced the new shades (with costumes to match by Saks Fifth Avenue) to beauty and fashion authorities.

## LORD & THOMAS Advertising

NEW YORK • CHICAGO • LOS ANGELES • SAN FRANCISCO • HOLLYWOOD  
DAYTON • TORONTO • MONTREAL • PARIS • LONDON

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# 1840 A Century of PROGRESS 1940



## READER ACCEPTANCE-ADVERTISING RESULTS-DEPENDABILITY

The block-long presses at The Commercial Appeal will soon start whirling out the 300-page Centennial Edition . . . an edition that will be preserved for future use by libraries, advertising agencies, City, State and Federal Governments and thousands of other business concerns and institutions as a permanent reference "book" of facts, romance and history of the Mid-South.

So ask yourself this important question: Will your business or your client's business be represented in this edition of the century? Some sections are practically completed. Others will be finished in a few days. The final dead line for all sections is December 15.

Only a fortunate few newspapers, institutions and firms in the Nation can point with pride to **A Century Of Progress** . . . for 100 years is a long, long time.

Because it has rendered a distinct and dependable service to both its readers and advertisers, has The Commercial Appeal grown year after year until today it is recognized as the leading newspaper in this profitable Mid-South market.

So don't neglect an opportunity that comes only once in a 100 years to get across a sales message about your product.

The Commercial Appeal is the only advertising media in this section which really gives

### ★ 2 WAY SELLING ACTION

- |   |  |
|---|--|
| 1. The Commercial Appeal sells the consumer by its established reader interest. | 2. The Commercial Appeal sells the dealer by its vast trade paper influence. |
|---|--|

## The COMMERCIAL APPEAL

MEMPHIS

A Scripps-Howard Newspaper

TENNESSEE

National Representative—The Branham Co.

"More Than A Newspaper—An Institution"

# Can We Justify the Advertiser's Grudge Against Saturday Editions

Brass Tacks doesn't think so. Our millions of dyed-in-the-wool newspaper addicts are addicts on Saturday as well as every other day in the week, says he.

BY BRASS E. TACKS

SINCE it is a recognized fact that no newspaper man knows anything about newspaper advertising, you will forgive me, I hope, if I ask an undoubtedly silly question: "Who started this taboo against Saturday issues?—honestly, what's wrong with them?"

Admitting all you may say about housewives and their shopping habits, I still don't understand how this scheduling practice gained such momentum—particularly when, for many accounts, Saturday sounds like the best issue of the week.

Grant me that some products have "brand name" advertising jobs; that their advantages are so slight that the consumer can't possibly recognize any "reason-why." Consider that these advertisers must be concerned with only one thing: Driving home the brand name and doing it in so thorough a fashion that an intimacy is developed which later creates a sale. Then perhaps you can answer, "Why in the blinkety-blank blazes do their space buyers fight to crowd them into an already over-crowded Friday issue?"

## Consider Reading Habits

Then, let's go on to discuss "reading habits" (although, of course, I further appreciate that everyone knows that newspaper men know nothing about how or why newspapers are read). Our surveys show nothing for or against Saturday, but they do establish one fact: That there are such things as "habits." And that's enough for my point.

If a man spends 20 minutes daily on his *Bugle*, this is the allotted time—regardless of whether the issue runs ten pages or 40. You fellows who commute must realize this. You open habitually to the sports page at Grand Central and close habitually with the comics at Scarsdale. Or you read page one in the Northwestern Station and call it quits as you pull into Winnetka.

The primary purpose of the *Bugle* is to keep you from being bored stiff

during the 30-minute trip. And when its job is done, you close it and forget it. Re-opening it at home is undoubtedly the exception, not the rule.

Likewise, every a.m., you pick up a paper from the same stand at the same minute, read it in the same fashion, and discard it in the same trash-can (just before beginning the same galloping canter over the same traffic-jammed shortcut). No doubt, you even hit the same page at the same station each day (personally, I can tell what time it is just by looking at the page number).

And our outlying families are likewise "habitual." They don't know what "commuting" means. To them, it's a mysterious thing mentioned only in the movies (where it is misconstrued with blushes and giggles). But we still find "habits"—not quite so binding, since the minutes of starting and stopping are less definite, but they're still there, still making it difficult for Mr. Doe to complete the steel strike article and still making Mrs. Doe tear out for later reading the love-will-triumph-next-Tuesday serial.

So, since "reading time" means just so many minutes, doesn't it follow that each advertisement will receive twice as much attention when these

minutes are devoted to 20 pages rather than to 40?

Furthermore, doesn't it seem logical that visibility will be improved materially when the amount of competitive matter, both editorial and advertising, is reduced? One thousand lines is 1/24 of a ten-page issue, but it's only 1/96 of a 40-page affair.

Speaking specifically of Saturday, what about time?—the number of minutes available for reading? Wouldn't these two factors seem to give Saturday an edge over every other day of the week? First, Papa comes home at noon (or he never leaves the place at all—much to Mama's disgust). Second, the day following is Sunday. These mean extra dozens of leisure hours—hours in which a newspaper can be read and reread. Suppose the movies do get two of these hours, or golf three—there are still more hours left than newspapers can fill. Isn't it probable that our little Saturday sheets get more actual minutes than our big Friday issues?

## "Background" for Your Ad

Our editors, incidentally, think so. On Saturdays, they print the weekly news summaries, the "Sports Events of the Week," "Next Week's Radio Programs," dramatic criticisms, essays, financial articles, etc.—stuff which they know would get little attention during the week but which is welcome additional reading material for a week-end.

So, I ask again "Why does the brand name advertiser avoid this well-read issue?" Against the questionable advantage of timeliness in the Thursday and Friday papers, Saturday offers higher visibility, considerably longer life and better advertising impressions.

The retailer, of course, has no choice. He must run Thursday or Friday—he must make a play for the to-be-spent dollars. He knows that Mrs. Doe will come downtown Saturday with little Johnny and the family pay-envelope. He has to coax her to "come see me." That's the entire purpose of his copy—to do a foot-directing job to a bankroll.

But the national advertiser doesn't have this problem. His copy, instead, attempts to build a reputation for his product, with the eventual hope of garnering maximum sales. If his problem is "brand name," he won't devote any dollars to the tough and unprofitable task of creating new expenditures. He'll just spend every one of his advertising pennies to make his the best-known name in his field.

In short, his is a background effort. It makes little difference whether Mrs. Jones receives her most recent adver-





# They broke with tradition

**and discovered one of the most  
successful marketing tools of today**

Obviously a method of circulation which enables a business paper publisher to gain selective and controlled coverage of his markets is one of the most important marketing tools of today. And that, precisely, is what the publishers of Controlled Circulation papers bring to you.

The men who are important to you, controlling as they do final decision on industrial purchases, are busy executives. They must be reached by your advertising to influence their decision in your favor. But, proverbially they are hard to reach, short on time, difficult to sell anything at all. A circulation method whose success depends on the ability of a salesman to contact and sell them obviously falls short of the mark.

What would *you* do, if you were a publisher facing this situation and very well aware whence the support for your magazine comes? Unquestionably you would do much as a certain group of shrewd business paper publishers did some

time ago. They broke with tradition and in doing so found one of the most amazing publishing and marketing techniques of the day. Instead of spending their money in ever-increasing and futile sales expense, they turned it to a more thorough consideration of their markets, to improvement of editorial content and to an infallible method of list building.

They discovered how to place their *well* edited books in the hands of every man who is concerned vitally with their specific business markets. From the beginning this type of selective, scientific control of circulation proved an amazing success . . . a success completely attested by the experience of the many shrewd advertisers who went into the pages of C.C.A. magazines at the start — and stayed there. There are many vital facts in the story the representative of any C.C.A. publication has to tell you. We suggest it is not wise to postpone hearing that story.

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THIS ADVERTISEMENT IS SPONSORED AND PAID FOR BY THESE LEADING C.C.A. PUBLICATIONS

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Bakers Review  
Bankers Monthly  
Better Roads  
Compressed Air Magazine  
Contractors & Engineers  
Monthly  
Diesel Progress  
Drug Topics  
Dun's Review  
Electric Light & Power  
Electrical Dealer  
Electrical Manufacturing  
Excavating Engineer  
Fleet Owner  
Golfdom  
Graphic Arts Monthly and  
The Printing Industry

Hitchcock's Machine Tool Blue  
Book  
Hospital Topics & Buyer  
Industrial Equipment News  
Industrial Power  
Jobber Topics  
Liquor Store & Dispenser  
Machine Design  
Meat  
Medical Economics  
Mill & Factory



Modern Machine Shop  
New Equipment Digest  
Petroleum Marketer  
Pit & Quarry Handbook  
Premium Practice  
Progressive Grocer  
Roads and Streets  
Rug Profits  
Soda Fountain  
Super Service Station  
Tires  
What's New In Home  
Economics  
Wood Products

**CONTROLLED CIRCULATION PUBLICATIONS**

DECEMBER 1, 1939

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# these are the advertisers who used space during 1939 in the Vincent Edwards magazines!

## APPLIANCES

Automatic Products Co.  
Agency: Morrison Advertising Agency  
Cole Hot Blast Mfg. Co.  
Coleman Lamp and Stove Co.  
Agency: Ferry-Hanley Co.  
Detroit Lubricator Co.  
Agency: Witte & Burden  
Dormeyer  
Evans Products Co.  
Agency: Morrison Advertising Agency  
Florence Stove Co.  
Agency: Wm. B. Remington  
General Electric Co.  
Agency: Maxon  
Gillette Safety Razor Co.  
Agency: Maxon  
Perfection Stove Co.  
Agency: McCann-Erickson  
Quaker Manufacturing Co.  
Robertshaw Thermostat Co.  
Agency: Williams & Saylor  
Shick Dry Shaver  
Agency: Lennen & Mitchell  
United Stove Co.  
Agency: The Jaqua Co.  
Universal Cooler Corp.  
Agency: Rickerd, Mulberger & Hicks  
Westinghouse Electric & Mfg. Co.  
Agency: Fuller, Smith & Ross

## AUTO TRUCKS

Dodge Trucks  
Agency: Ruthrauff & Ryan  
International Harvester Co.  
Agency: Aubrey Moore & Wallace  
White Motor Co.  
Agency: D'Arcy Advertising Co.

## BEVERAGES

Anheuser-Busch  
Agency: D'Arcy Advertising Co.  
Calvert Distillers Corp.  
Agency: Benton & Bowles  
Carstairs Bros. Distilling Co.  
Agency: Lennen & Mitchell  
The Fleischman Distilling Corp.  
Agency: Erwin Wasley & Co.  
National Distillers Corp.  
Agency: Arthur Kudner  
Pabst Sales Co.  
Agency: Lord & Thomas  
Schenley Distillers Corp.  
Agency: Lord & Thomas  
Seagram Distillers Corp.  
Agency: Warwick & Legler  
Wine Advisory Board  
Agency: J. Walter Thompson Co.

## BUSINESS SERVICES, Etc.

American Furniture Mart  
Agency: Fenton Kelsey Co.  
American Telephone & Telegraph Co.  
Agency: Newell-Emmett Co.  
Brookmire Corp.  
C. O. Finefrock Co.  
French Line  
Agency: N. W. Ayer & Son  
Geneva Alumni Association  
Grand Rapids Furniture Exposition  
Agency: Wallace-Lindeman  
Hotel Red Book  
Lewis Hotel Training Schools  
Agency: Rose Martin  
MacRae's Blue Book

Maine Development Commission  
Agency: N. W. Ayer & Son  
The Merchandise Mart  
Agency: Aubrey Moore & Wallace  
Midwest Hotel Show  
Moore-McCormack Lines  
National Hotel Exposition  
The National Retail Furniture Agency  
New York Furniture Exchange  
Agency: Gehley Schwartz  
Toy Manufacturers of U.S.A.  
Agency: Hart Lehman Adv.  
The Water Building  
Samuel L. Winternitz & Co.  
Agency: Harold I. Collen Adv. Agency

## DISPLAY EQUIPMENT

Adler Jones Co.  
Agency: Burton G. Feldman & Associates  
Botanical Supply Co.  
DuPont "Lucite" Display Service  
Agency: Batten, Barton, Durstine & Osborn  
Hecht Fixture Co.  
Agency: Reilwitt & Wittenberg  
Sanderson Products  
C. I. Newton & Co.  
North American Service Co.  
W. L. Stengard & Associates

## FINISHING

E. I. du Pont de Nemours & Co.  
Agency: Batten, Barton, Durstine & Osborn  
Florshield Corporation  
McLaurin-Jones Co.  
Agency: Crutenden & Eger  
Resinous Products & Chemical Co.  
Agency: Fox and MacKenzie  
Russell Electric Co.

## FLOOR COVERINGS

Alexander Smith Carpets  
Agency: Anderson, Davis & Platte  
American Rug & Carpet Co.  
Agency: Shapiro, Feinberg & Achenbrod  
Artloom Corp.  
Agency: C. M. Rohrabach Co.  
Firth Carpet Co.  
Agency: Fuller, Smith & Ross

## FOODS

Burhop's Fish and Sea Food  
Consolidated Lobster Co.  
Agency: S. A. Conover Co.  
H. J. Heinz Co.  
Agency: Maxon  
N. P. Houseman Oyster Co.  
Charles H. Nolte  
A. H. Sickinger  
Swift & Co.  
Agency: J. Walter Thompson  
Westbrook Farms

## FURNITURE & FURNISHINGS

Camden Furniture Co.  
Chicago Venetian Blind Co.  
Agency: K. E. Shepard Advertising  
The Comfort Line  
Agency: Edward L. Sedgwick Co.  
Donnelly Manufacturing Co.  
Agency: Ralph C. Busbey  
Drexel Furniture Co.  
Agency: Daniel Starch & Staff  
Grand Rapids Chair Co.  
Heywood-Wakefield  
Agency: P. F. O'Keefe Adv. Agency

## Howell

Agency: Aubrey Moore & Wallace  
Imperial Furniture Co.  
Agency: Wallace Lindeman  
Robert W. Irwin Co.  
Agency: Stevens  
Karges Furniture Co.  
S. Karpen & Bros.  
Agency: Charles Daniel Frey Co.  
C. S. Keating  
Krakauer  
Kroehler Mfg. Co.  
Agency: Henri, Hurst & MacDonald  
Lloyd Manufacturing Co.  
Agency: Hoffman & York  
Lullabye  
Agency: L. M. Nohr Co.  
Lux Clock Mfg. Co.  
Agency: Peck Adv. Agency  
Metal Office Furniture Co.  
Mueller Furniture Co.  
Agency: Wallace-Lindeman  
Ralph Morse Furniture Co.  
Nagel Chase Mfg. Co.  
Agency: Triangle Advertising Agency  
Phoenix Chair Co.  
Pulaski Veneer Corp.  
Agency: Houck & Co.  
Louis Rastetter & Sons Co.  
Agency: Bonsib  
Royal Metal Mfg. Co.  
Superior Sleeprite Corp.  
Agency: Shapiro, Feinberg & Schoenbrod  
Warren Shade Co.  
Agency: Bromley Adv. Agency  
John Widdicomb Co.  
Zangerle & Petersen Co.  
Agency: T. R. Bauerle Adv. Agency

## HARDWARE, Etc.

American Screw Co.  
Agency: James T. Chirurg Co.  
American Wood Working Co.  
Continental Screw Co.  
Agency: Rossi & Hirshon  
DeBoer Manufacturing Co.  
L. F. Grammes & Sons  
Agency: Atherton & Currier  
Phillips Screws  
Agency: James T. Chirurg Co.  
James C. Seigel  
St. Louis Hardware Mfg. Co.  
Winzeler Stamping Co.

## HOTELS

Hotel Abbey  
Agency: Needham & Grohmann  
Hotel Adelphia  
Affiliated National Hotels  
Agency: Alert Advertising Agency  
Albert Pick Hotels  
Agency: Harry Atkinson  
Hotel Alcazar  
Hotel Ambassador  
Agency: Needham & Grohmann  
The Andrews Hotel  
Bellevue-Stratford Hotel  
Agency: Stewart & Jordan Co.  
Benjamin Franklin Hotel  
Agency: Swafford & Koehl  
Bismark Hotel  
The Blackstone Hotel  
Agency: Marvin Green  
Hotel Cadillac

Hotel Carter  
Agency: Swafford & Koehl  
Hotel Claridge (Atlantic City)  
Agency: Needham & Grohmann  
Hotel Claridge (St. Louis)  
The Clift Hotel  
Collier Florida Coast Hotels  
Agency: J. R. Kupsick Adv. Agency  
Hotel Commonwealth  
Agency: Harry Atkinson  
Hotel Continental  
Agency: Harry Atkinson  
Dinkler Hotels  
Agency: Harvey-Massengale  
DeWitt Hotels  
Agency: Hubbell Adv. Agency  
The Drake Hotel  
Agency: Marvin Green  
The Hotel Essex  
Agency: Needham & Grohmann  
Hotel Fort Shelby  
Agency: Swafford & Koehl  
The Gladstone Hotel  
The Gotham Hotel  
Agency: Marvin Green  
Hotel Governor Clinton  
Agency: Swafford & Koehl  
The Greenbrier Inn  
Hillcrest Hotel  
Hotel Jefferson  
Keenan Hotels  
The Langdon  
LeRoy Hotels & Villas  
The Los Angeles Ambassador  
Agency: Bowman-Duete-Cummings  
Hotels Madison & Lenox  
Agency: Harry Atkinson  
Hotel Mayfair  
Agency: Gardner Adv. Agency  
Hotel McAlpin  
Agency: J. R. Kupsick Adv. Agency  
Morrison Hotel  
Agency: Fred H. Ebersold  
Mount Royal Hotel  
Agency: Stevenson & Scott, Ltd.  
National Hotel Management Co.  
Agency: Maxon  
Hotel Oakland  
Agency: Emil Reinhardt Adv. Agency  
The Palace Hotel  
Agency: Emil Brisacher & Staff  
Hotel Park Chambers  
Hotel Pfister  
Hotel Philadelphian  
Agency: Robert L. Hance Adv. Agency  
The Roosevelt Hotel  
Agency: Bauerlein Adv. Agency  
Hotel Rowe  
Sanger Hotel  
The Seaside and The Senator  
Agency: John Falkner Arndt & Co.  
Statler Hotels  
Hotel Sutton  
Hotel Tuller  
Agency: Harry Atkinson  
Hotel Vendome

Hotel Victoria  
Agency: J. R. Kupsick Adv. Agency  
The Waldorf-Astoria  
Agency: Kenyon & Eckhardt  
Hotel Walton  
Hotel Worthly  
  
**HOTEL SUPPLIES**  
American Hotel Register Co.  
Agency: W. Howard Schendorf & Associates  
Angelica Jacket Co.  
Agency: Ridgway Co.  
H. C. Cook Co.  
Agency: Claude-Schaffner Adv. Agency  
Colgate-Palmolive-Peet Co.  
Agency: Benton & Bowles  
Glass Coffee Brewer Co.  
Agency: Perrin-Paus Co.  
Hild Floor Machine Co.  
Agency: Cruttenden & Egar  
Hoover Uniforms  
Agency: H. H. Brown Adv. Agency  
Lever Bros. Co.  
Agency: J. Walter Thompson Co.  
Liquid Carbonic Corporation  
Agency: Evans Associates  
Nathan Straus-Duparquet  
Agency: Needham & Grohmann  
Procter & Gamble  
Agencies: Pedlar & Ryan  
Compton Advertising  
Norman Shower Bath Co.  
Agency: Schaffer Brennan-Margulis Adv.  
Standard Gas Equipment Corp.  
Agency: Williams & Saylor  
Rola-Flor  
The Sherway Printing Co.

#### LUMBER

American Walnut Manufacturing Assn.  
Agency: Wallace-Lindeman  
Comite National des Bois Coloniaux  
Agency: Agence Centrale de Publicite  
Pour L'Europe S.A.  
Gamble Dimension Sales Co.  
The Red River Lumber Co.

#### MERCHANDISE

American Bemberg Corp.  
Agency: MacGurney Adv. Agency  
American Viscose Corp.  
Agency: J. M. Mathes  
L. C. Chase & Co.  
Agency: Lawrence C. Gumbinner  
Collins & Aikman Corp.  
Agency: Arthur Kudner  
Concord Silversmiths Ltd.  
Forster Textile Mills  
Agency: Morrison Advertising Agency  
Quaker Lace Co.  
Agency: Jackson & Co.  
Rosemary Incorporated  
Agency: The Lavenson Bureau  
St. Mary Woolen Mfg. Co.  
Agency: Mumm-Romer-Robbins & Pearson  
Talon  
Agency: McCann-Erickson

#### MODERNIZATION

Carrier Corp.  
Agency: Charles Dallas Reach  
Delco Frigidaire  
Agency: Lord & Thomas  
Frigidaire Commercial Division  
Agency: Lord & Thomas  
General Elec. Commercial Refrigeration  
Agency: Maxon  
General Electric Lighting  
Agency: Batten, Barton, Durstine & Osborn  
Zouri Store Fronts  
Agency: Carter, Jones & Taylor

#### OFFICE EQUIPMENT

Burroughs Adding Machine Co.  
Agency: Campbell Ewald Co.  
Remington Rand  
Agency: Leeford Adv. Agency

#### PACKING MATERIALS

Acme Steel Co.  
Agency: The Buchen Co.  
Hinde & Dauch  
Agency: Howard Swink Adv. Agency  
Jiffy Manufacturing Co.  
Agency: Charles A. Weeks Co.  
Kimberly-Clark Co.  
Agency: Lord & Thomas Co.  
The Sisalkraft Co.  
Agency: Russell T. Gray

#### UPHOLSTERY SUPPLIES

Asher Boretz  
Agency: Rose Martin  
W. W. Cross & Co.  
Agency: Wm. B. Remington  
Goodyear Tire & Rubber Co.  
Agency: Arthur Kudner  
North & Judd Mfg. Co.  
Agency: Horton-Noyes Co.  
E. W. Twitchell  
United States Rubber Co.  
Agency: Campbell-Ewald Co.

#### WOODWORKING MACHINERY & EQUIPMENT

Abrasive Products  
Agency: Horton-Noyes Co.  
The Carborundum Co.  
Agency: Batten, Barton, Durstine & Osborn  
Ekstrom, Carlson & Co.  
Foley Manufacturing Co.  
Agency: Foulke Agency  
Greenlee Bros. & Co.  
J. M. Nash Co.  
Agency: Cramer-Krasselt Co.  
The Ohlen-Bishop Co.  
Oliver Machinery Co.  
Agency: Dean Hicks Co.  
Onsrud Machine Works  
Sterling Products Co.  
Agency: Rolfe C. Spinning  
The Tannewitz Works  
Agency: Stevens  
Vonnequet Moulder Corp.

**the 4 magazines of Vincent Edwards & Co.**

- |                           |                     |
|---------------------------|---------------------|
| 1. FURNITURE MANUFACTURER | 3. RETAIL LEDGER    |
| 2. HOTEL BULLETIN         | 4. FURNITURE RECORD |

all of these are members of ABC, and 3 of them  
are the largest in their fields!

**OFFICES: NEW YORK CITY, CHICAGO, BOSTON, & GRAND RAPIDS**





## Meet Elizabeth

...and Get Better Acquainted  
with one of the Better Markets!

A business leader and economist says of Elizabeth:—"Conditions in this area show marked improvement and studies by the Chamber of Commerce show that this improvement has a sound foundation.

In the past seven years, Elizabeth and the fourteen communities in the market, have registered the most outstanding progress of any section of its size. Industrial expansion has been great and home ownership substantially increased in every community.

This market offers not one or two vital features of specific interest to advertisers who demand evidence of a responsive and profitable community, but EVERY market feature contributing to per capita buying power, large population and modern civic-minded newspaper coverage.

Write for a copy of our booklet, "Meet Elizabeth" giving additional details about the Elizabeth market.

## Elizabeth Daily Journal

National Representatives:

Chas. H. Eddy Co., New York, Chicago, Boston

### The Four-Star Market of Union County, N. J.

★ A concentrated ten square mile area with 114,500 people in Elizabeth and over 200,000 people in the retail trading zone. Annual retail sales exceed \$73,000,000.

★ Located in the market are over 100 nationally known, diversified industries assuring stable employment conditions and higher than average purchasing power.

★ A desirable residential territory, predominately one-family homes, with over 83% of Elizabeth homes valued at \$5,000 and above.

★ Low cost and thorough coverage through the only daily newspaper in the market.

FLORIDA'S FIRST

NEWSPAPER

*Announces*  
**ROTOGRAVURE**



Beginning December 31, The Miami Herald will include Rotogravure among many other features. Everybody reads Rotogravure, and everybody will be here this winter. Be sure to include it on your schedule. Deadlines fall two weeks before publication dates.

NATIONAL REPRESENTATIVES  
STORY, BROOKS AND FINLEY, INC.  
GARNER & GRANT

## The Miami Herald

• ASSOCIATED PRESS • UNITED PRESS • INTERNATIONAL NEWS SERVICE • WIREPHOTOS

FLORIDA'S MOST COMPLETE NEWSPAPER

tising impression 12 hours or 48 hours before her purchase. No single impression is important. The thing that makes sales is the build-up—the accumulation of hundreds and hundreds of impressions.

From a circulation standpoint, too, Saturday shines. Not everywhere, of course, but in the hundreds of "50 cents per month" markets. Even in metropolitan markets, with newsstands dominating and with the five-day week, a loss of 5% is high. In all other cities, however, Saturday frequently shows a 5% gain.

In Beta, for instance, our regular subscribers are given their Saturday *Bugle* about 3 p.m.—it's thrown on their doorstep or handed to Papa, who has been standing at the curb for 15 minutes waiting for it. Incidentally, you'll note that 3 p.m. gives Saturday a reading-time edge of a full hour over our other issues.

Then, in addition, we truck hundreds of copies out to the brewers' picnic, the Artisans' Outing, Lake Hootinanny, the baseball games, the football games, etc., meaning that the Saturday advertiser gets not only all of our regular circulation, but also a big and valuable plus.

I recognize that some "impulse" advertisers should worship timeliness. And I appreciate, too, that many grocery advertisers must adjoin chain store copy. But for that big "brand name" group—those whose problem is entirely one of ramming a trade name into John Doe's unwilling cerebrum—the Saturday issues would seem like a choice buy.

### C. A. Olsen Forms Firm to Make Air Conditioning Units

C. A. Olsen Manufacturing Co. has been established at Elyria, Ohio, to manufacture gravity warm air furnaces, Winter air conditioning units for gas, oil and coal, and blower units. The company has bought the Elyria plant from American Rolling Mills Co.

C. A. Olsen, who heads the new concern, was formerly president of Fox Furnace Co., a subsidiary of American Radiator and Standard Sanitary Corp., and is vice-president of the National Warm Air Heating and Air Conditioning Association.

Lloyd C. Ginn, sales promotion manager of American Stove Co., St. Louis, has been named chairman of the "CP" sales management committee of the domestic gas range division of the Association of Gas Appliance and Equipment Manufacturers. He will direct the extensive sales promotion activities of "CP" (Certified Performance) gas ranges in 1940.

SALES MANAGEMENT

# DONE ANY EAVESDROPPING LATELY?



If you could eavesdrop in consumers' homes, you would probably discover many interesting facts about your business. You might learn that your competitors were slowly taking your market, in spite of your apparent increases in sales; that your sales program, advertising, packaging or service is not doing as complete a job as you planned; or that in following last year's plan you are missing a definite trend which may cause a disappointing decline in your next year's sales.

Today, enterprising executives are gathering facts about their business right in the homes of America through scientific research. At this moment, Ross Federal representatives from coast to coast are calling on consumers and dealers, probing the minds of customers, to explore trends and gather

facts which will help business and industry profitably to plan sales, advertising and promotional programs.

Right now, while you are wondering what next year may do to your sales, is the time to set aside an appropriation for research. This minute is the time to decide that you will use Ross Federal Research to gather positive, authentic facts to help you anticipate 1940 business trends. Why not call in a Ross Federal representative now and let him show you how factual research studies can answer the question marks in your next year's marketing plans.

**ROSS FEDERAL RESEARCH**  
CORPORATION

18 EAST 48TH STREET

NEW YORK

# Excerpts from Some of Chairman Gulick's Chats with His "Family"

(Continued from page 19)

acter is strong and good, it will prompt him to act right in any position.

People are all pretty much alike—whether they are employers or employees or doctors or electrical engineers—whether they come from Maine or Indiana. Their experiences and training and tastes vary; some like lobster and others prefer ham; some are tall and others are short; but the average of integrity is about the same everywhere among all trades and professions. Business men in New York, Chicago, San Francisco and St. Louis are very much like the people in Harrison and Cedartown. They average up as pretty fine people.

Cordially yours,  
C. P. GULICK,  
Chairman of the Board, NOPCO.



## TALK NO. 4: WHERE DOES THE MONEY COME FROM TO RUN A BUSINESS?

March 16, 1939.

Dear Fellow Worker:

The truckman who buys a truck and starts his own business probably uses his own savings to finance his business. He might use money that he has in the bank or, if he owns his house, he might borrow the money and give a mortgage on his house as security for the loan. Or he might persuade a friend or a relative to chip in part of the money and to share in the business as a silent partner. Sometimes two or three men will pool their savings and go into business together. . . . Most businesses are started like that, and, if they succeed but remain small, are owned entirely by the men who put up the original money.

### Somebody Must Put Up Money to Make Jobs

As a business grows, it is necessary for the owners to plan and prepare for growth. They may need to enlarge the factory or build a new one and install bigger or more modern equipment. They may feel confident that growing profits will eventually pay for the expense, but the equipment and buildings must be paid for before profits can be earned. So considerable money must be obtained before the plans for expansion can be carried out. Furthermore, when new equipment is installed, it must be operated for a while before goods can be delivered and paid for, so money must be obtained in the meantime to pay wages and to pay for materials. The owners of a growing business get their money by exactly the same procedure that the truckman followed to get money to start his business. The owners of the growing business sign a mortgage, and, in addition, take in silent partners. But they need more money than they can get from friends and more than they can get by mortgaging a house.

### The Public Puts Up the Money to Build Business

So they go to an investment house and sign a mortgage on their land, buildings and machinery. The investment house takes the mortgage and lends them the money to

construct new buildings and to equip them. Then the investment house gets a lot of people to buy parts of the mortgage. These people chip in a few hundred dollars apiece, and each one gets a certificate which is called a bond and which represents his part of the mortgage. Some people may buy more than one bond. The business must pay interest on these bonds, and, if it fails to pay the interest, the bondholders can take over the land, buildings and machinery and sell them to get back the money that they loaned on the mortgage.

### The Public Supplies the Money to Pay Wages

After getting the loan on the mortgage, the owners of the business are able to put up new buildings. But they may need more money to pay for the additional materials and the extra employees that are required for the bigger business. So they go back to the investment house and say that they want silent partners who can put some money into the business. The investment house finds a lot of people who want to buy a part of a business and collects a hundred dollars (or perhaps fifty dollars) from each person. The investment house gives, in exchange, a certificate of stock which represents part ownership in the business. Some people may buy ten shares or a hundred shares of the business. The money received is then put in the bank for the company to use to buy materials and to pay wages and other expenses. Each share of stock entitles its holder to one equal share in the profits of the business, and to one vote at the annual election of directors of the company. When these shares of stock are issued, the original owners of the business lose ownership. They can, and undoubtedly will, buy some of the new stock, and for each share of stock they buy they are entitled to one share in the business, one equal share of the profits and one vote at the election.

### The Public Must Be Paid for Putting Up Money

If the company doesn't earn any profits, the stockholders won't get any money. If the company earns a profit, it will pay a tax to the state and another to the Federal Government, put some of the profit in the bank for a rainy day and divide the remainder among the stockholders. Each person who holds one share of stock will get one equal share of the profits paid. The share of profits paid to the stockholders is called a dividend.

By buying shares of stock with savings, it is possible for a man or a woman to buy a small part of one business while working for another business. By this means, twelve million American people have acquired part ownership in many large businesses, such as General Foods Corp. (which is owned by 66,000 men and women who have one or more shares of stock) and General Motors Corp. (which is not owned by Mr. Sloan or Mr. Knudsen but by 350,000 men and women who have one or more shares of stock).

Bondholders do not share in the ownership of business. A person who buys a bond merely lends money and doesn't buy

any of the business. The bondholder doesn't share in the profits of the business, either. He receives a guaranteed interest on the money that he lends. If there are no profits, he gets his interest money just the same and the stockholder gets nothing. If the profits are big, the bondholder gets his regular interest and the stockholder gets the profit. If the business fails, the bondholder can sell the property and get all or part of his money back, but the stockholder may lose part or all of the money that he invested.

Cordially yours,

C. P. GULICK,  
Chairman of the Board, NOPCO.



## TALK NO. 11: WHO DETERMINES WAGES?

June 30, 1939

Dear Fellow Workers:

The wages of American workers are not controlled nor determined by the managers of businesses. Managers of businesses have little influence on wages. When the managers of businesses make their budgets, they estimate wage rates and estimate the amount of money they will spend for wages during the year. They base their estimates on the wage rates that are generally paid within their industries and in other industries in the same locality, but they cannot *determine* the wage rates and they have very little control over the factors that determine what *real wages* will be.

### Research and Invention Raise Wages

If the research department in a business can invent or find new machinery or new materials that reduce the costs of producing finished products, the management of the business can increase the wages of the employees and, to that extent, the management of business can influence real wages. American business has influenced wages considerably in the past fifty years by developing machines, methods and materials that lowered costs and thus made it possible to reduce prices and increase wages. Wage increases secured by this method were not secured overnight because research and invention take time and the benefits from them are secured little by little. But when they are secured, they can be kept.

### No Other Method for Increasing Wages

There is no other method for achieving permanent increases in the real wages of groups of workers. Other methods only produce temporary advantages which are inevitably followed by disadvantages. If a manufacturer elects to raise the wages of his employees above the scale paid by his efficient competitors, he will automatically increase his costs above his competitors' costs. Trouble of one kind or another will follow. If the manufacturer raises his prices to take care of the wage increase, he will lose business to his competitors and will be unable to keep running. He will be forced to reduce operations from six days to five, to four, to three—and, eventually, to close up altogether. Thus the employees who are paid a high wage scale will receive a continuously shrinking weekly wage and, finally, no wages at all. If the manufacturer elects to sell at the same price as the competitor and to pay the increased wages out of the company's savings, he will be able to continue only as long as the savings last. When the savings are gone, the weakened business will fail and the employees will be out of jobs.

SALES MANAGEMENT



### Workers in One Industry Won't Pay for Wage Raises to Others

If all of the businesses within an industry raise wages simultaneously and all of them increase their prices accordingly, trouble will follow because people in other industries, who haven't received wage increases, will decide they cannot afford to pay the increased price and will stop buying. If the beef packers should raise wages and prices, people would cut down on the use of beef and buy lamb; if all the meat packers should raise wages and prices, people would cut down on meat and buy fish. So a general wage increase in one industry causes a shrinkage of orders and thereby reduces the hours of work or reduces the number of jobs. Under these conditions, workers receive a high wage rate but get very little money.

### American Public Dictates Real Wages

Real wages are determined and set by the mass buying actions of the people of the United States. Workers in different industries and on farms stop buying when the price of a product of one industry gets too high in relation to the wages paid in other industries. When they stop buying the products of a particular industry, they force the workers in that industry to accept a reduced wage in the form of a lower wage rate or a lower total weekly wage.

No business man or group of men can control the buying actions of 130 million people and so no business man can control the factors which determine real wages.

Cordially yours,

C. P. GULICK,  
Chairman of the Board, NOPCO.

### Why Nevins Drug Quit Pushing Private Brands

(Continued from page 23)

manent basis, Nevins looked for some way to dramatize the change so that it would stay uppermost in the sales people's minds, since all of them had been trained and had years of experience in the former method. They found it by incorporating a "Purchase Free" offer with the statement of policy. Advertising stated:

"We do not substitute. When you shop at Nevins store, you get what you ask for, and no attempt is made to sell you something just as good. Should any clerk offer you a substitute you get the product you asked for absolutely free!"

In addition to the newspaper advertising to this effect, a sign was posted at every cash register in all Nevins stores containing the same offer. Sales clerks were advised that they, not the store, would have to pay for any item given away under this offer—which put them on guard about slipping back into the old way.

This offer also provided an additional spoke to the promotion wheel, by appealing to the gambling instinct

inherent in almost everyone—to shop in a Nevins store on the chance that a purchase might be free. Mr. Sylk said the idea was partly inspired by the successful use of a similar offer by a chain in the West which advertises, "Your purchase free if we forget to thank you."

Mr. Sylk believes that the time will come when national advertising will so blanket the merchandising scene that private brands will be, if not impossible and unprofitable, at least harder and harder to sell. And that many big advertisers will follow the lead already set by some in fighting substitution on their products. He cites the case of Ironized Yeast's air program as a good example of this trend in advertising. Also, as a chain, Nevins has removed of its own accord one of the objections used in anti-chain store attacks. By no longer bucking the traffic of advertising appeals and consumer preferences, Nevins is already one leg up on any future developments in the chain store versus national advertising field.

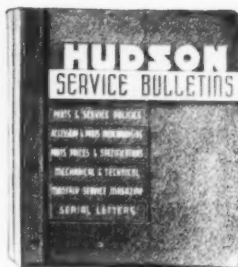
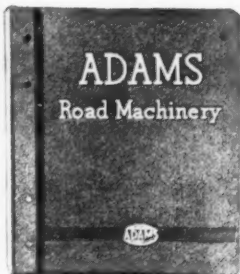
Thus the new plan has presented Nevins with a number of advantages: A good advertising theme, increased dollar volume and profit, and last but certainly not least in the long run, a sounder position in relation to the changing trend of the times.

# Burkhardt

SPECIALLY DESIGNED COVERS AND  
LOOSE-LEAF BINDERS of . PAPER . .  
CLOTH . . LEATHER . . EMBOSSED & COLOR  
DECORATED . . STAMPED . . PRINTED

# B U I L D S B E T T E R C O V E R S & B I N D E R S

for BOOKS . . . CATALOGS . . . MANUALS  
DISPLAY BINDERS & PORTFOLIOS



**BurkArt**  
PROCESSED

THE BURKHARDT COMPANY LARNED & SECOND BLVD. DETROIT, MICH.

DECEMBER 1, 1939

[67]

# ADVERTISING AGENCIES

## FTC Cites Grey Agency Along with Client

Ordering Walde Koh-I-Noor, Inc., Long Island City, N. Y., slide fastener manufacturer, to cease and desist from misrepresentation in the distribution and sale of ladies' handbags, the Federal Trade Commission last week cited also the company's agency, Grey Advertising Agency, New York, for the part it played in planning and carrying out a sales promotion and advertising campaign for the client.

The campaign, which appeared "in issues of a magazine having wide circulation throughout the country," was designed to promote the sale of the company's "Kover-Zip" slide fasteners by advertising the fasteners on American reproductions of French handbags. "In connection therewith," the Commission's order stated, "the respondents purchased, in France, a number of ladies' handbags designed and manufactured by various couturiers. Only one bag of each particular design was purchased. Prices paid in France for the articles ranged from \$11.38 to \$22.75. . . . Customs duties, consular fees, packing, delivery and other charges increased the cost of the delivered articles in this country to sums ranging from \$15.86 to \$31.21 per handbag. The handbags were then distributed among certain handbag manufacturers in the United States for copying as to design and style, for production in commercial quantities to sell at prices ranging from \$2.95 to \$3.50."

The Commission found that the company and the agency illustrated 24 of the original French-made bags in page ads, representing the retail prices of the imported handbags to be from \$35 to \$95. The purpose of the advertising, the Commission found, was not to induce the purchase of the original handbags but "to create a price basis and promotional background for subsequent advertising and sale" of the company's reproductions. However, "the respondents then caused advertising and sales promotion letters and literature to be circulated to certain department stores and other retail sellers of ladies' handbags throughout the country, in which they referred to the magazine advertising. Among statements and representation made by them are: 'For this "Paris promotion" the Walde Company sent a stylist and an authority on handbags to get the finest couturiers to design bags that could be faithfully reproduced here—for \$2.95' . . . 'Identical!, even to invisible Kover-Zip slide fasteners!' . . . 'Our copies are so faithful in every detail that the designers permitted their own labels to be used in them.'"

The Commission holds that the reproductions were copies of the French bags in style and design only, and in ornament, material and workmanship were substantially lower in quality and value than the

originals. "The offering for sale of such handbags represented to be 'authentic copies,' 'identical copies,' 'identical facsimiles' or 'exact reproductions,'" the Commission pointed out, "has the tendency to mislead and deceive members of the buying public, and the acts and practices of the respondents are to the injury of the public and respondent Walde Koh-I-Noor company's competitors. . . ."

The respondents have been ordered to cease representing "or inducing others to represent" that imported French handbags have been offered for sale at a retail price at which the same have not been, or are not regularly being, offered for sale, and from representing that any domestic-made handbags are: "copies," "facsimiles," etc., unless they are copies in design, style, material, ornament and workmanship.

This action of the Commission marks the fourth instance of recent date in which an advertising agency has been named as a respondent along with the advertiser in a "cease and desist" order. The Commission has adopted no "rule of thumb" in determining when to proceed against an agency as well as against a client, but holds that in each case its decision is made on the individual factors of the case determining how much the agency had to do with originating and carrying through the false and misleading representations.

## Amateur Photography at Newell-Emmett

As an extra-advertising activity—and perhaps to stimulate better agency-client relationship—Newell-Emmett Co., New York, each year stages an amateur photography competition in which entries are accepted from amateur photography fans of both the

agency staff and clients' organizations. Seldom, if ever, do the entries have anything to do with advertising photography. The competition is strictly an amateur's show for the two groups.

This year's competition, just completed, was the third such to be held by the agency. It drew, in all, 41 entrants, 22 from the Newell-Emmett staff and 19 client entrants and a total of 132 prints. First prize in the competition went to Herbert Straub of International Silver Co., for "Beach at Barcelona—1939"; second to Robert S. Trowbridge of the agency for "Homing"; third to Ronald W. Olsen of General Electric for "Gangway"; fourth to W. J. Maslanka, Bigelow-Sanford Carpet Co., for "Romp with Grandpa"; and fifth, to Vernon Peakes of Beech-Nut Packing Co. for "Steel in the World of Tomorrow."

Judges for the competition were J. Ghislain Lootens, picture editor of *Carl Zeiss, Inc.*; T. J. Maloney, editor of *U. S. Camera* and William H. Zerbe, director of the photographic department of the *New York Herald Tribune*.

## Agency Notes

Atherton Pettingell and Fleur Fenton Pettingell have resigned as executive vice-presidents of Hartman & Pettingell, New York, to form their own advertising agency in that city. Hartman & Pettingell will revert to its former name, L. H. Hartman Co.

For the third time in five years, the winning outdoor poster in the Annual Exhibit of Outdoor Advertising Art, held last month in Chicago, was designed by McCann-Erickson, New York. The winning poster, designed by the agency for Ford Motor Co., bore the caption "He's tall, dark and owns a Ford V8." (See page 21.)

Wolfe-Jickling-Dow, Detroit, has been reorganized under the name of Seiler, Wolfe & Associates, with A. Walter Seiler as president, Ralph L. Wolfe as vice-president, Clare M. Jickling as secretary and John Dow as treasurer. Mr. Seiler will also continue as president of Cramer-Krasselt, Milwaukee.

Among the accounts recently acquired by the reorganized agency are the Norge, Norge Heating and Conditioning and Detroit Vapor Stove divisions of Borg-Warner Corp.

## People

Harris D. Bootman, manager of the media department of N. W. Ayer & Son, Philadelphia, has been named vice-president in charge of media for the agency. Associated with the agency since 1910, Mr. Bootman for the past 17 years has specialized in media selection. Other new vice-presidents at Ayer are William B. Clark of the Chicago office who has been named vice-president in charge of that branch; and Douglas G. Meldrum, from 1929 until this year manager of Ayer's London branch, who has been made vice-president in charge of new business at the Chicago office.

Richard Stanton has resigned as vice-president of Charles W. Hoyt Co., New York, to join Sherman K. Ellis & Co., same city, in an executive capacity. Formerly with Lord & Thomas and N. W. Ayer & Son, Mr. Stanton has for many years been identified with grocery accounts.

John C. Dowd, Inc., Boston, has made the following additions to its personnel: Edward A. Malloy, formerly promotion



"Beach at Barcelona—1939," first prize winner of the N-E contest.



manager of Hearst Newspapers in Boston, who has joined the agency as copy chief; and Jeanne Martinez and Ruth A. Glover who have joined the Dowd copy staff. Miss Martinez was formerly assistant advertising manager of Waltham Watch Co.; Miss Glover, until recently with the fashion copy department of Jordan Marsh Co., Boston. Paul V. Quinn has been appointed art director of the Dowd agency.

Edward E. Rothman, formerly vice-president of McManus, John & Adams, New York, has joined Batten, Barton, Durstine & Osborn, same city.

Chester Wickstrom, until recently with Goldberg Advertising Agency of Australia, has joined Lee Ringer, Los Angeles, as production manager.

Emil Brisacher & Staff, San Francisco, has added Clark Pettit, formerly with Sears, Roebuck & Co., to its staff as production manager. He succeeds Norton Jacobs who has been advanced to assistant account executive at Brisacher. Malcolm Dewees, until recently Pacific Coast manager of Kelly, Nason & Winsten, has been named head of the agency's publicity division.

Charles K. Feinberg has joined A. W. Lewin Co., Newark, N. J., as vice-president. . . . Natacha Brooks has been appointed merchandising counsel and art director for Haskell Associates, New York.

#### Account Appointments

To: J. M. Hickerson, New York, McCormick Sales Co., Baltimore, manufacturers of teas, spices and extracts. . . . William Esty & Co., New York, Lever Bros., Boston, to handle the advertising of Lifebuoy soap (other Lever Bros. products, including Rinso and Spry, will continue to be serviced by Ruthrauff & Ryan, New York). . . . Lennen & Mitchell, New York, Andrew Jergens Co., Cincinnati, to handle the advertising for a new line of Jergens cosmetics. . . . Campbell-Ewald, New York, Brewing Corp. of America, brewers of Carling's beer and ale.

To: Sherman K. Ellis, New York, Hills Brothers Co., manufacturers of Dromedary dates and other food products bearing that brand name, and Worcester Salt Co. . . . Horton-Noyes, Providence, R. I., Robinson Mfg. Co., manufacturers of Robinson reminders and billminders. . . . R. T. O'Connell, New York, Kenneth A. Christy, Inc., Parkers Landing, Pa., to handle advertising for the Christy natural wave.

#### Housewives Prefer Premiums for Kitchen and Home

(Continued from page 32)

12. In connection with the most recent premium offer which interested you, where did you first learn about it?

	Premium Induced 1st Purchase	All Others	Total
With			
merchandise . . .	61.6%	43.3%	49.1%
In a store . . . . .	15.1	20.3	18.9
Radio . . . . .	15.1	10.4	11.7
From a friend . . .	13.7	10.9	11.7
Magazine . . . . .	4.1	2.1	2.6
Newspaper . . . . .	...	1.0	.8
Other . . . . .	11.0	15.1	14.0
Don't remember . .	2.7	10.9	8.7

DECEMBER 1, 1939

It is seldom that any of us can be absolutely sure where we received our buying impulse, and quite often it comes from a combination of factors, such as an advertisement seen or heard at home, coupled with a remark by a friend or a store clerk, or a store display. Therefore the answers above should not be taken as exact measurements, and it is very probable that the radio - magazine - newspaper answers should be higher.

One point does, however, seem indisputable, and that is that the store tie-up is absolutely essential to effective premium merchandising. The two most popular responses—with merchandise and in a store—mean point-of-sale selling even though the details are not altogether clear. These details are doubtless a combination of window

displays, store displays, clerk and dealer mention, box and carton announcements and package stuffers.

\* \* \*

EDITOR'S NOTE: *Ross Federal field workers are now investigating the relative effectiveness of the merchandising of advertising campaigns to retail grocers. They are being asked to identify masked ads to identify the sponsor of popular radio programs. Findings will be given in SM, January 1.*

Blaker Advertising Agency, New York, has opened a branch office in New Haven, Conn. John Barteau will head the office.

To supplement its New York office in handling the General Electric account, Maxon, Inc., has opened a branch in Bridgeport, Conn. Personnel includes W. Ray Baker, vice-president; Paul Foley, R. C. Richardson and Karl Firth.

## FRESH PROOFS from Old Files

WZ

ISSUES of Popular Mechanics for 1939 contain advertisements for thirty-four concerns that have used the magazine for thirty years or longer.

Some of these advertisers are placing contracts now for their thirty-fifth consecutive year and five of them haven't missed an insertion in four hundred issues of Popular Mechanics.

Popular Mechanics, first issued in January 1902, was a young magazine when these advertisers "tried it out" in 1906. But they believed it served a need and would develop a responsive market for goods that men buy or have a hand in buying.

Experience has proved that the vision and judgment of these old timers were right. Readers change as years roll by, but types of readerships do not. Popular Mechanics is serving

today—as it did nearly forty years ago—the intellectually alert, mechanically-minded men—in business, in the professions, in the skilled trades. Perhaps it is serving better because newsstand sales and voluntary subscriptions have showed gratifying increases within the year.

The year 1940 will be a good year to follow the example of the pioneers of '06 and tell the story of your goods or services to the over half a million men who buy Popular Mechanics.

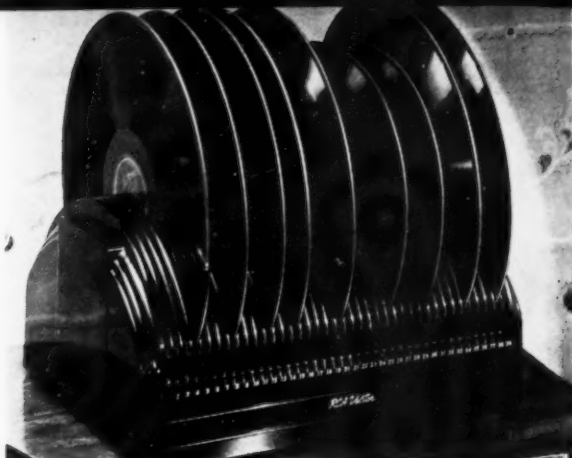
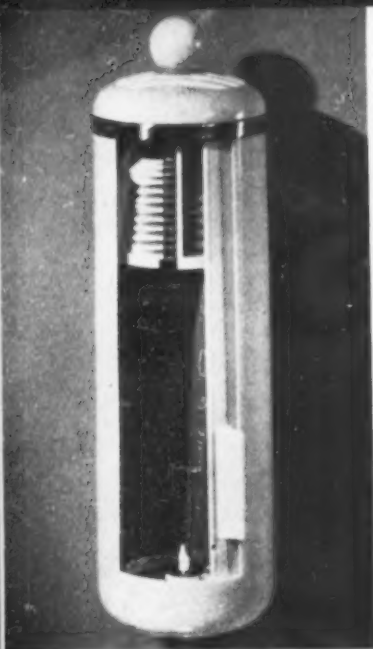
As you make up your estimate you'll find that you can tell your story in pages for considerable less than a dollar and a half per thousand readers.

That's an opportunity that didn't exist thirty-five years ago. And yet Popular Mechanics paid then—as it pays now.

**POPULAR MECHANICS**  
*Magazine*

200 E. Ontario Street, Chicago, Illinois • New York • Detroit • Columbus



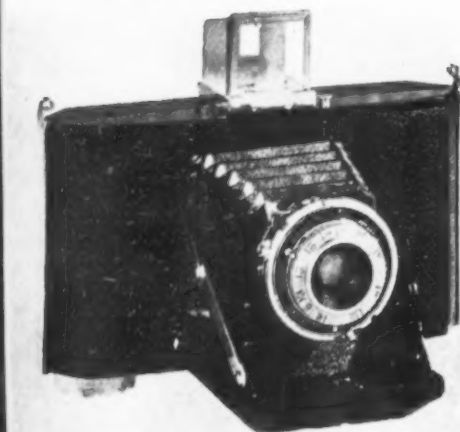


2

3

## DESIGNING TO SELL

**1., 2., 3.** Winners, Three: The fourth annual Modern Plastics Competition, just completed, gave honorable mention in the household classification to Practical Products, Inc., Indianapolis, for its Sani-Way toothbrush holder pictured here, and first prize awards to the plastic Stenotype case and RCA Victor record rack in the industrial and decorative groups, respectively. Designed by Barnes & Reinecke, Chicago, to provide complete separation of brushes, the toothbrush holder is being molded in a variety of Plaskon colors by Chicago Molded Products Co. The Stenotype Co., Chicago, selected Textolite to provide a lighter and less expensive case for its "shorthand machine" than the metal of which it was formerly constructed. The plastics department of General Electric produced the case. Textolite was also used in the molding of RCA Victor's "functionally styled record rack for the storage of phonograph records," which is constructed of one piece and provides storage for 40 records.



4

**4.** Vokar: Electronic Products Mfg. Co., Ann Arbor, Mich., announces that its new Vokar camera embodies a revolutionary principle in picture taking "with its advanced simplicity and mechanical safeguard against picture failure in inexperienced hands." Proper exposure is assured by a new device known as the "vario-coupled control" which automatically sets the diaphragm in proper relation to shutter speed for varying light conditions. Small enough to fit in the palm of the hand, the Vokar provides a print  $2\frac{1}{2}'' \times 2\frac{1}{4}''$ .



**5.** "Cellophane" Mats: In addition to its use as a packaging material cellulose film has found a place as a decorative asset in the home. Here, E. I. du Pont de Nemours & Co. has woven moisture-proof slit "Cellophane" into table mats, striped with red, green, blue and orange stitching.

**6.** Kiddie Character: Walt Disney's cartoon adaptation of the famed fable of "Pinocchio" has given manufacturers of children's articles a new character to merchandise. Owens-Illinois Can Co., Toledo, decorates a child's lunch box with pictures of Pinocchio and other characters in the movie. Constructed of a durable tin plate, the box is brightly lithographed.

**7.** Gift Hunt: "Lentheric comes to the rescue of all those on the hunt for masculine gifts" with its hunt handbox containing a trio of grooming aids: Three Musketeers eau de cologne, after shave lotion and after shave powder (or eau de quinine). The spirited scene of huntsmen decorating the box is done in green on a beige background.

**8.** Merchandiser: Electric Auto-Lite Co., Toledo, is supplying its dealers with an "Auto-Lite Sealed-Beam Merchandiser," to facilitate display of the company's sealed-beam headlights. Consisting of a steel-wire frame, the merchandiser gives complete visibility to four packaged display units, and "may be displayed at automotive service stations and garages of every description." Framework of the display is topped by an appropriate design.

5

7

8



# THE TRADE INSISTS ON "Cellophane"



**PACKAGING IDEAS . . .** Our Package Development Section will be glad to study your packaging problems and offer suggestions. Just write: "Cellophane" Division, Du Pont, Wilmington, Del.

**Cellophane**  
TRADE MARK

"Cellophane" is a trade-mark of  
E. I. du Pont de Nemours & Co. (Inc.)



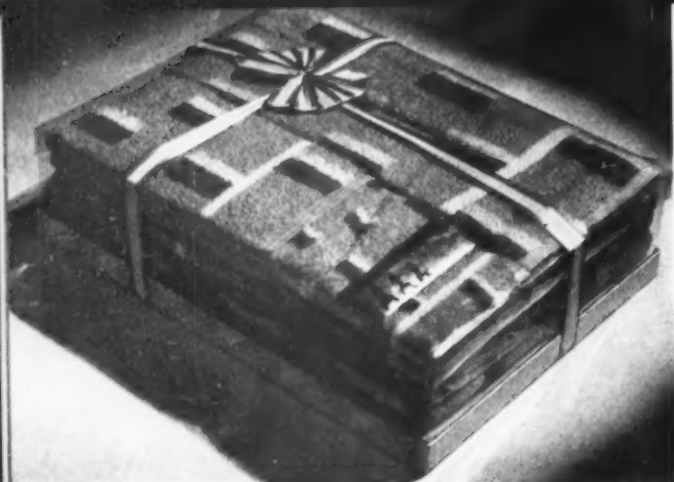
**M**R. J. J. BUMSTEAD of Tribble Cordage Mills, Inc., Woburn, Mass., says: "We attribute our increasing sales success to the fact that 'Cellophane' dramatizes our product. The sparkle of 'Cellophane' catches the eye . . . puts shoppers in the *mood* to buy.

"And there is no question in our minds that 'Cellophane' keeps the clothes lines in better condition on the retail counter. They stay clean and attractive . . . protected from dust, dirt and handling.

"So we're not surprised to find that the trade insists on 'Cellophane' cellulose film!"



9



## DESIGNING TO SELL

12



13



10



11



**9. Vue-Pak:** In an effort to stimulate the gift-giving spirit the year 'round, Muscogee Mfg. Co., Springfield, Mass., is packaging towels and wash cloths in an attractive transparent merchandiser. Made of Vue-Pak, product of Monsanto Chemical Co., the merchandiser is produced for Muscogee by the Atlanta Box Co., Atlanta, Ga.

**10. Desk Light:** Polaroid Corp., Boston, began distribution November 15 on its new desk lamp, designed by Walter Dorwin Teague. Casting its light through a concealed window of Polaroid light-control material (the same material used in Polaroid day glasses for blocking sun glare), the Polaroid light "ends glare reflected from shiny papers and desk top . . . produces greater illumination and three times greater visibility than most conventional 100-watt lighting units." Shade and base are of plastic, stem of aluminum.

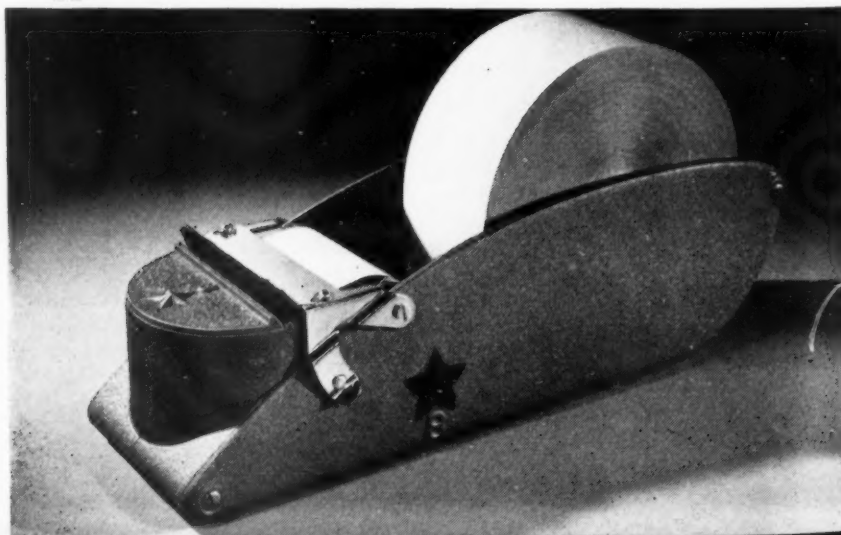
**11. Thermodex:** A combination thermometer and pen holder, the Thermodex, is Zephyr American Corp.'s latest contribution of handy desk items. Zephyr American manufactures the Autodex, automatic phone number finder. Molded of black, walnut or ivory Bakelite, the Thermodex comes packed in an attractive two-color individual display carton.

**12. Window Box:** Gleam Products Corp., New York, is marketing Lustro Paks steel wool rolls in a new package, designed by Robert Gair Co., N. Y. The package is printed in brilliant red and yellow, "quite as sparkling as the result of the use of the steel wool." A transparent window in the box permits examination of the product without opening the package.

**13. Dispensing Unit:** Fibre Cord Co., Inc., New York, is offering its dealers a new dispensing unit to facilitate the sales of Fibre cords and ribbons to consumers. Each spool of  $\frac{1}{4}$ " two-tone ribbon is now packed in a dust-proof container, equipped with an efficient cutting device. The dispenser can be attached to counter or wall. F. C. C. two-tone ribbon is made of du Pont "Cellophane."

**14. Sealing Machine:** Barnes & Reinecke, Chicago designers, are responsible for the exterior design of Metal Specialties Mfg. Co.'s new gummed tape sealing machine. Finished in "metallized brown" and contrasting shiny metal, the machine is so constructed as to prevent sliding or moving during operation. The device accommodates any size roll of tape up to 3" in width and can handle several different sized rolls at the same time.

14





# "LUCITE" makes *sales* ~~prize~~ winners!

Some of the top awards and honorable mentions received by "Lucite" at the recent Modern Plastics Competition. Du Pont Plastics took a whole group of honors in this contest.

## FOR YOUR AMUSEMENT...



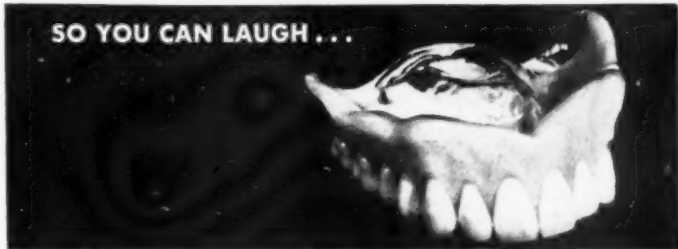
a new roulette wheel. The percentage is with a manufacturer using "Lucite's" structural strength, permanence and beauty. The unique beauty of "Lucite" comes in both transparent form with crystal clarity and translucent form with soft, lustrous colors. By E. M. O'Neil & Co., and Keolyn Plastics Corp. of Chicago.

## SEE THE SWING...



when the "Lucite" clarinet "gives" out. No fooling, you almost see the music when the "Lucite" clarinets are played in Paul Whiteman's and Phil Spitalny's orchestras. They like "Lucite's" transparent beauty and the peculiar reedy tone quality that "Lucite" gives the instrument. Produced by The Pedler Co., Elkhart, Ind.

## SO YOU CAN LAUGH...



though you wear artificial teeth, the crystal clear "top" to this latest denture allows natural color of mouth roof to show. For the gums "Lucitone" denture material is faithful, lasting, natural pink. Greater strength, permanent color and shape, low absorption and freedom from taste and odor. By L. D. Caulk Co., Milford, Del.

## WATCH 'ER WORK!



That's what combustion engineers are doing. Flue gas analyses are a "pipe" with this compact gas analyzer making test in 30 seconds—and a visible process! It replaces cumbersome bottles, valves, burettes. Molded of "Lucite" because it's strong and resists acids; for Hays Corp., Michigan City, Ind., by Modern Plastics, Inc., Benton Harbor, Mich.

## ON THE TRAIL FOR SALES USE "LUCITE"



The dachshund display piece by Crystal Fixture Co., Chicago, is another sales winning "Lucite" use. It stops passersby... sells merchandise. How about your product? Any ideas for winning sales with this unusual plastic? There are many profit making qualities of "Lucite" methyl methacrylate resin—such as weather resistance, "piping light around corners," easy molding, shaping, carving or machining. Let us help you work out that idea. Write to Du Pont, Plastics Department, Arlington, N. J.



# LUCITE

REG. U. S. PAT. OFF.



## Southern Planter's First Hundred Years

One hundred years ago next month a Virginia planter, Charles T. Botts, started a farm paper with what was then a highly original idea. Up to that time publishers of farm papers scorned to accept advertising and for that reason the cost of publication had to be thrown entirely upon subscribers if the publisher was to make any money. The Virginian's original idea was to publish an agricultural paper "at so small a cost as to bring it within the reach of all."

He called it the *Southern Planter*, and in the ensuing 100 years, neither the name was changed nor the basic policy of the founder, which was to confine itself to a region where farmer readers faced identical problems and possibilities. To the staid old Virginia planters of the days before the Civil War, the first editor must have seemed a starry-eyed dreamer, a radical, and a theorist. He advocated such unheard-of things as state-supported agricultural schools. He was the father of vocational training in the public schools. He suggested the almost unheard-of idea of crop rotation and diversification. He told Virginians to abandon one-crop farming, to raise livestock, to improve their soils.

The idea of a paper which could be sold at a very low price to subscribers because advertisers would pay a part of the cost did not immediately bear any luscious fruit. In the first number the *Southern Planter* had only one two-inch paid advertisement. By 1847 the subscription list had grown to 3,000, which the founder estimated was "half the planters in Virginia able to subscribe for it." There was still little or no paid advertising. A year's profit of only \$300 wasn't much—but it was better than red ink.

The paper's growth was slow but it was steady. By the end of the century, most of the other agricultural papers which had been in business in the '40's and '50's had folded or merged with stronger rivals. The *Southern Planter* had only a modest 20,000 circulation.

But by 1929 the list had climbed to 220,000 and today it is over the 300,000 mark. Both the circulation and the editorial policies continue to be directed at the farmers in Maryland, Delaware, Virginia, West Virginia, North and South Carolina.

Advertising lineage has kept growth with circulation improvement. In some of the recent years lineage has exceeded a quarter of a million annually.

Readers should believe the ads, for during the past 45 years they have been guaranteed by the publisher, guaranteed unequivocally. "Of course," as Vice-President Shepherd says, "we never guarantee that a pig's tail will curl, or any similar triviality, but we do insist that the advertiser do exactly what he says he will do. If he doesn't do this, we try to make him do it, or else settle with the disgruntled subscriber ourselves, and fight out our own

settlement with the advertiser. In all this long span of years, my guess is that we have put out less than a couple of thousand dollars in making adjustments."

The *Southern Planter* will celebrate its 100th anniversary next year by reproducing in each of its 12 issues some part of the same issue of a century back, and keen advance interest has been shown by both farmers and advertisers in these centennial editions. The paper continues to be edited and published by and for farmers. Westmoreland Davis, the president and publisher, is a former governor of the state and his political office was made possible by the aggressive editorial policy of the *Southern Planter*. The farmers were gathered behind him and voted him into office because they knew that he could help in solving their combined political-economic problems. The vice-president, Colonel B. Morgan Shepherd, has national eminence as an expert in the farm field and long has been an active member and officer of the Agricultural Publishers Association.

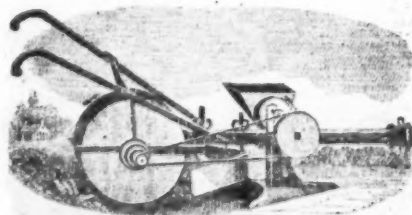
The editor, Dr. Paul D. Sanders, holds degrees from two southern colleges—Mississippi State, University of Maryland—and from Harvard. The associate editor, Dr. Louis C. Nolan, came to the *Southern Planter* recently from the U. S. Department of Agriculture, but he too is a southerner, from Georgia, and holds a Ph.D. from Duke University.

## THE SOUTHERN PLANTER,

DEVOTED TO

Agriculture, Horticulture, and the Household Arts.

EDITED BY C. T. BOTTS



TERMS

UNLAW FOR REPRODUCTION, reproduction of any part of this paper without the written consent of the publisher is prohibited.

RICHMOND

PRINTED FOR THE PROPRIETOR BY E. D. MANNING

18

"In this way the planter of the South may be enabled to obtain the benefit of his neighbor's experience with little labor and less cost"—from the January, 1840, issue of the *Southern Planter*.

Next year's centennial issues will show a marked contrast in the formula for editing a farm paper. In the 1840's the editorial columns were made up mostly of contributions from readers giving their experience with certain crops under certain conditions, experiments with fertilizers and their results. Often, of course, their methods were in conflict and the reader was left in a maze of doubt. Both farmers and editors at that time were groping for the light which science and chemistry have since shed upon the agricultural industry.

Today, the *Southern Planter* through its "Farmers' Forum" keeps in personal contact with readers and hundreds find free expression of thought on innumerable topics. But articles written by agricultural experts and specialists have taken the place of the unscientific experimentalists. One feature which has been brought over from the 1840's is a page devoted to "Farm Management"—a feature so popular that through the century it has been given lead position in the paper. Other features to last out the century are a page of editorial comment, a department of "Livestock and Dairy," "Truck, Garden and Orchard," and another called "The Poultry Yard." In all these departments there is, however, one essential difference: Now certainty and decision have taken the place of guesswork and indefiniteness. In them modern science speaks to answer the questions and solve the problems which baffled the rough-and-ready farmers of a century ago.

The first hundred years probably are the hardest. The *Southern Planter* faces its second hundred with confidence.

## Vision Postpones

"National and international conditions" cause Publication Corp. to postpone indefinitely the launching of *Vision* Magazine, which had been scheduled to start publication January 21 as a supplement to two score medium-sized newspapers with combined circulation of about 2,000,000.

"Newspapers representing over 1,000,000 circulation," said D. E. Moran, vice-president, wanted "to go ahead with the plan," but the *Vision* people concluded that, "in terms of national coverage in the class of market represented, we could not expect the support of advertisers which a circulation of 2,000,000 would have merited. . . . With changed conditions, this plan may be considered again."

## Esquire Holds a Fair

Of 458 advertisers in *Esquire's* December issue, 425 are getting plus circulation—and personal contact with prospects—by participating in the magazine's "Christmas Fair." (Non-participants are chiefly makers of perishable or very bulky products.)

The fair will run 40 days, from November 14 to December 24. Attendance averages about 900 an hour, 7,500 a day, about all the two floors can handle, said A. M. Dingwall, business manager. In addition to helping consumers "pre-organize their entire gift-giving program at one time," *Esquire* thus will provide advertisers with a "bonus circulation," on the hoof, of perhaps 300,000.

## Crowellites Move Up

Thomas H. Beck, president of Crowell-Collier Publishing Co., announces a dozen promotions. J. A. Welch joins the general executive staff as vice-president, and T. L. Brantly succeeds him as advertising direc-

SALES MANAGEMENT

# **PREMIUM** IN ITS 35TH YEAR *Practice*

***THE NATION'S MARKET PLACE FOR  
PREMIUMS, PRIZES AND  
ADVERTISING SPECIALTIES***

*Write for details  
about the success-  
ful approach to  
this \$400,000,000  
annual market.*

**PREMIUM PRACTICE, 420 Lexington Ave., N Y.**



**YOUR GRACIOUS HOST  
FROM COAST TO COAST**



**The Gotham**

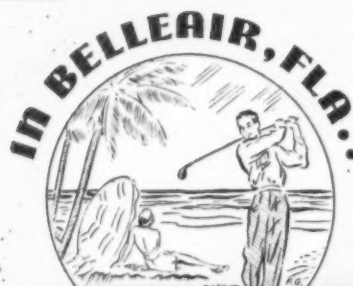


**The Drake**

**The Blackstone**



**The Town House**



**Bellevue Biltmore**

**A.S. KIRKEBY, Managing Director**

**KIRKEBY  
HOTELS**



*Blank-Stoller*  
**T. L. Brantly**



*Sweet*  
**A. H. Motley**



**R. W. Yocum**



**A. L. Martin**

tor. Arthur H. Motley is now executive assistant to Mr. Beck. N. C. Green will manage the Chicago advertising office and J. D. Hooley the Boston advertising office. Other appointments are:

*Collier's*: R. W. Yocum, advertising manager, and B. J. Reynolds, western advertising manager. *American Magazine*: Hoyt Metzger, eastern advertising manager, and J. R. Norris, western advertising manager. *Woman's Home Companion*: A. L. Martin, advertising manager; E. P. Seymour, eastern advertising manager; W. A. Sittig, western advertising manager.

Mr. Seymour and Mr. Metzger have been executives of *Country Home*, which Crowell-Collier is discontinuing.



**J. A. Welch** tops the list of promotions at Crowell-Collier. He joins the general executive staff as v.p.

### Brooklyn's New Daily

New York City's first new daily newspaper in 15 years, the *Brooklyn Express*, six-day evening tabloid, has been tentatively set to start December 4, with a print order of 50,000, and Amster Spiro, long-time city editor of the *New York Journal-American*, as editor. Maxwell Lehman, former editor of *American Spectator*, will be managing editor, and Fred Hale, advertising manager.

### Newspaper Linage Improves

Upward trend in daily newspaper advertising lineage, halted in September, moved on again in October. Total advertising in newspapers of 52 large cities, measured by Media Records, was 5.3% more than in October, 1938. All major groups except classified made gains: Retail, 4.7; general, 7.7; automotive, 30.5; financial, 2.0. Classified was off only 0.1%.

For the first ten months, general (national) lineage was exactly even with the parallel period of last year. Other display groups, however, more than counteracting a 1.0% loss in classified, pushed newspapers up 1.9% for this period.

### All the Birthday News . . .

Don Bridge, advertising director, *New York Times*, has compiled a birthday list of important *Times* advertisers and prospects. On his birthday morning, the individual receives a short note: "I think you

may want to know of some of the other interesting things which happened on October 25, 1889."

With it comes a full-size photostatic reproduction of Page 1 of the *New York Times* of the day on which the individual was born.

### Sun's Santa Set to Music

The editorial which Francis P. Church wrote for the *New York Sun* 42 years ago to prove to young Miss Virginia O'Hanlon that there is a Santa Claus, has been set to music, sung by Jessica Dragonette and a male quartet, accompanied by a concert orchestra, and duly recorded verbatim by Victor on both sides of a 12-inch record.

### Media Mentions

Bureau of Radio Advertising, National Association of Broadcasters, has released to members copy and outline of a station sales presentation developed by WTMJ, Milwaukee. . . . Bureau of Advertising, American Newspaper Publishers Association, has introduced "Memos for Members," a monthly bulletin. . . . Forthcoming newspaper readership studies of the Advertising Research Foundation will include the *Memphis Commercial Appeal*, *South Bend Tribune*, *Decatur Herald*, *Kalamazoo Gazette*, *Cedar Rapids Gazette*, *St. Paul Pioneer-Press*, *Hamilton Spectator* and *Oklahoma City Oklahoman*.

Fawcett Publications will issue *Whiz Comics* and *Slam-Bang Comics*, with Elliott D. Odell advertising director. . . . M. E. Thayer, New York, has launched *Exhibit News*, a monthly tabloid journal for exhibitors and fair, exposition and allied interests. . . . With the 23-station Texas State Network as a nucleus, Transcontinental Broadcasting System, initiated by Elliott Roosevelt, is reported to have signed 100 stations all told, and may get under way, with the business backing of Blackett-Sample-Hummert, January 1.

Macfadden Publications estimate that 3,000,000 people will see their film, "I'll Tell the World," between now and next June. . . . KFRO, Longview, Texas, will hold its second annual "one-cent sale" for time buyers in January. . . . Federal Trade Commission vs. *Good Housekeeping*, after tons of testimony in New York, has moved on to Chicago.

The first issue of the Newark, N. J., *Star-Ledger*, a morning newspaper combining features of the *Newark Ledger* and now defunct *Star-Eagle*, appeared last fortnight. The *Ledger* interests purchased the *Star-Eagle*, which thus ended 108 years of publication.

**SALES MANAGEMENT**

**YOU ASKED FOR  
IT! HOW DID YOU  
LIKE IT?**



**RUNNING INTO 1939** we found advertisers and advertising agencies calling for so much information about Transportation Advertising we decided to take a notch in our belts and **DELIVER**. Result: An endless stream of market data folders, surveys, maps and special booklets. If you didn't receive your quota just send in the coupon below.

**----- CHECK THESE OVER -----**

- |  |  |
|--|--|
| <input type="checkbox"/> MARKET DATA FOLDERS   | <input type="checkbox"/> WESTERN UNION SURVEYS         |
| <input type="checkbox"/> TRANSIT MAPS          | <input type="checkbox"/> CROSS-SECTION OF TRANS. ADVG. |
| <input type="checkbox"/> "TAKE-ONE" TECHNIQUES | <input type="checkbox"/> ADV. AGENCY BOOKLET           |
| <input type="checkbox"/> "WHAT MAKES IT GO?"   | <input type="checkbox"/> MDSG. WITH CAR CARDS          |
| <input type="checkbox"/> WORLD'S FAIR MAP      | <input type="checkbox"/> WORLD'S FAIR BOOKLET          |

STREET RAILWAYS ADVERTISING CO.  
745 FIFTH AVENUE  
NEW YORK, N. Y.

PLEASE SEND CHECKED ITEMS TO

NAME .....

TITLE .....

COMPANY .....

ADDRESS .....





### "Foremost in Friendliness"

- Newly decorated and comfortable rooms.
- Excellent Food and Entertainment.
- Center of Chicago's Loop.

**LA SALLE**  
HOTEL *Chicago*



*The*  
**REFINEMENT OF  
A RESIDENCE  
THE FACILITIES OF A  
Fine Hotel  
COMMONWEALTH  
HOTEL**

Adjacent to Lincoln Park, and all  
recreational opportunities. 8 min-  
utes from loop, with theatres,  
shops and night clubs nearby.

PINE GROVE AT DIVERSEY PARKWAY

From \$2 Single \$3 Double

**CHICAGO**

Kelly-Smith Co., newspaper representa-  
tives with offices in six major cities, has  
announced the opening of a new branch in  
Kansas City, Mo. Ralph W. Mitchell is  
manager.

*Prize Comics*, a new magazine of comic  
strips, will make its debut in January of  
next year. Published by Mayfair Publishing  
Co., New York, *Prize Comics* will be dis-  
tributed by Frank A. Munsey Co.

"College Newspapers," a 16-page record  
of all known college newspapers published  
during the 1939-40 college year, has just  
been issued by National Advertising Service,  
Inc., New York college publishers repre-  
sentatives. The record contains tabulations  
of colleges, newspapers, frequencies of pub-  
lication and registrations and will be made  
available to agency and advertiser execu-  
tives.

After more than 44 years existence as a  
trade weekly, *American Produce Review*  
after January 1 continues as three separate  
monthly publications, *American Milk Re-  
view*, *American Butter Review* and *Amer-  
ican Egg and Poultry Review*.

### Media Men

John G. T. Gilmour has been named  
program manager of W2XB, General Elec-  
tric's television station, which will start  
broadcasting soon. . . . Eldridge Haynes,  
McGraw-Hill vice-president and director,  
and publisher of *Engineering News-Record*  
and *Construction Methods*, has resigned.  
William H. Mashbir is now national  
advertising manager, *Philadelphia Daily*  
*News*. . . . Laurence S. Kunstler becomes  
advertising manager of *Linens & Domestic*,  
a Haire publication. . . . Kent Godfrey is  
appointed national sales manager of Forjoe  
& Co., radio station representatives. . . .  
Vaughan Little is now account executive in  
the New York office of Ketterlinus Litho-  
graph Manufacturing Co.

Alfred R. Pastel is advanced from west-  
ern advertising manager to advertising man-  
ager of *Esquire*, with office in New York.  
Walter R. Holmes and Robert L.  
Stephenson, from *Time*, have formed a  
magazine representation service at 424  
Madison Avenue, New York.

A celebrated new member of National  
Newspaper Promotion Association is  
Charles W. Paddock, business manager,  
Long Beach, Cal., *Press Telegram*. Charlie  
Paddock, as you may remember, won the  
title of "world's fastest human," 16 years  
ago, by running 100 yards from a flying  
start in eight and nine-tenths seconds.

Osborn, Scolare, Meeker & Co., New  
York newspaper representatives, have an-  
nounced the appointment of James R.  
McKay to the staff of the organization.  
Formerly an account executive at McCann-  
Erickson, Mr. McKay was previously in  
charge of automotive advertising for the  
New York *Herald Tribune* and was for  
seven years associated with the *Country*  
*Gentleman*.

The big networks have made several pro-  
motions apiece: L. P. Yandell, from RCA,  
has joined NBC temporarily to aid in ex-  
tending its commercial international service  
to Latin America and Europe. Wilfred S.  
Roberts has rejoined NBC as production  
manager, and Rubey Cowan will handle  
vaudeville, motion picture and television  
bookings in NBC Artists Service. . . .  
Herbert I. Rosenthal has been promoted to

executive vice-president of Columbia Artists,  
Inc., and Columbia Management of Cali-  
fornia, Inc.; I. S. Becker will be vice-presi-  
dent as well as business manager, and  
Murry Brophy and Rudolph Polk have been  
made vice-presidents. Jerome Harrison,  
former advertising manager, New York edi-  
tion of *Parents' Magazine*, has joined the  
sales staff of WABC.

### What Radio Station Is the Best Buy?

Most of us who sell media have a strong  
"firstitis" complex. Unless we are first in  
anything and everything, we feel that the  
prospect will not consider us important and  
worth while. Prospects don't look at it that  
way. The average prospect, if he could  
find that there was general agreement about  
a certain medium being second best—if all  
of the competitors of that medium put  
themselves down as first and the one com-  
petitor as second—then the prospect would  
be sure that he had a worth while buy.

Station WOR, Newark, has issued a  
rather remarkable presentation called "Hand  
to Mouth," in which it gives considerable  
basic data about the station and the market  
together with a number of success stories  
in the food field. One of the sections deals



Q. By the way, what's become  
of the autogiro?

A. Come, come—explain  
that 15%!

Did Halibut win the Derby in '32?

Stop mooning and go on with your work!

with a survey made by an outside research  
organization among independent grocers  
throughout the Metropolitan New York  
trading area. The grocers were asked what  
radio station is the best buy for a food  
advertiser.

Fifteen per cent chose WOR. Twenty-  
nine per cent chose any big station. Seven-  
teen per cent chose Station A. Six per cent  
chose Station B. Four per cent chose Sta-  
tion C. Eight per cent chose miscellaneous  
stations, and 21 per cent frankly admitted  
that they just didn't know.

WOR cleverly and convincingly capital-  
izes on the findings in these words: "Well,  
Gentlemen, there isn't much to explain.  
We came out second—but a jolly good sec-  
ond. Maybe we'd be first if we could tell  
how many of that 29% meant WOR—if  
somebody had just given them a gentle  
nudge, we mean. Maybe Station C would  
be up there in second place if we knew  
how many of that 29% meant Station C.  
Maybe if we made another survey—"

The illustration above is one of a dozen  
which have strong attention value because  
they are beautiful from an artistic point of  
view have a humorous slant, and yet tie up  
closely with the serious copy. The one  
reproduced above refers to WOR's second  
place, 15 per cent mark.

SALES MANAGEMENT



# To Award Second National Cup for Distinguished Salesmanship

**N**OMINATIONS are in order for the second National Award for Distinguished Salesmanship, sponsored by Beata Quota Fraternity, Springfield, Ill. Purpose of the non-profit Fraternity is to "promote modern salesmanship, and to recognize and identify superior salesmanship in all fields."

The National Award is symbolized by a sterling silver cup, 17½ inches high, suitably engraved, which becomes the property of each year's winner.



"For Courage, Resourcefulness, Initiative."

Gross volume has nothing to do with the Award. Factors considered by the judges are "unusual courage, resourcefulness, initiative, and ingenuity in achieving sales results." Any salesman in the U. S. is eligible, regardless of his territory or the total of his sales.

Anyone may nominate a man, or a woman, for the Award: A sales manager, a friend, a customer. To place a name in nomination it should be sent—with the salesman's business address and firm name—together with a brief description of the job he has done, to Beata Quota Fraternity, Springfield, Ill.

No other obligation is involved except that if the judges request further information it will be supplied. While nomination blanks are obtainable upon request to the Registrar of the Frater-

nity, these are not obligatory. There is no limit upon the number of men who may be nominated by any one person.

Judges for the 1939 Award acted in the same capacity for the 1938 trophy. They are:

Arthur W. Ramsdell, director of sales, the Borden Co.;

Saunders Norvell, nationally known sales counselor;

Raymond Bill, editor of SALES MANAGEMENT.

The judges will be most interested in the salesman who successfully solves a difficult problem. This may be a personal difficulty or handicap, a problem inherent in his product, the public attitude toward what he has to sell, or a problem based on conditions affecting his whole line.

Last year the Award went to Salesman James Smith, of Oklahoma City, representative of New York Life Insurance Co. On the eve of a big drive for business, Mr. Smith was in an automobile accident and broke his jaw. This would have stopped an ordinary salesman. The doctor told Mr. Smith that it would stop him. It didn't. He completed the sales goal he had set for himself—and won the silver cup!

Among the runners-up for the '38

Award was a man past middle age. He had been an important executive. His firm crashed in the depression. Unable to find work in his own field, he finally took a job as route man for a laundry. At first he felt superior to his job, and aroused the antagonism of his fellow routemen. Then, by an unusual exhibition of courage and self-mastery, he readjusted himself, gained the respect of his fellows, the approval of his employer, and his own happiness. He built the laundry's worst route into one of the best.

Two other honorary awards last year went to a coke salesman, and to a young utilities salesman in New Orleans.

Obviously an obscure salesman in a remote territory has as good a chance to win the Fraternity honor as a star on the "big time."

The simple rules are:

1. Nominee must be a salesman within territorial U. S.
2. Achievement which is basis of nomination must have been accomplished during the year 1939.
3. Nominations must be postmarked not later than January 31, 1940.
4. The decision of the judges must be considered final.
5. The sterling silver cup becomes the personal and permanent possession of the winner of the Award.

Gentlemen, you have the floor for the purpose of nominations!

## Outpost of Hawaii in New York



Today, Honolulu hospitality—renowned among travelers—extends all the way to New York! At the Lexington you will find the same warm type of welcome that visitors to the famous Islands so fondly tell about—for it is not only because of the character of its entertainment, but also for its spirit of friendliness that this hotel is recognized as truly "an outpost of Hawaii."

The next time you come to New York plan to stop here. The Lexington is conveniently located—and you are assured of personalized service.

### HOTEL LEXINGTON

LEXINGTON AVENUE AT 48TH STREET, NEW YORK  
Charles E. Rochester, Vice-President & Managing Director



**Hawaiian Room**  
● Now in its second year, this famous restaurant is taking the town "by storm"! Thrilling hurricane—glamorous native-girl floor show. Unique in New York!

TORONTO  
MONTREAL  
WINNIPEG  
LONDON, Eng.

## GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA  
CALGARY  
EDMONTON  
VANCOUVER

## SPARK PLUGS FOR PUBLISHERS

The Employment Division of the National Newspaper Promotion Association can put you in touch with qualified men or women of evaluated experience. If you need talent to head up or round out your advertising, sales, circulation, or editorial, Promotion Department, please write in confidence. (No fees.)

### NATIONAL NEWSPAPER PROMOTION ASSOCIATION

Lee Tracy, Prom. Mgr.  
NEW YORK WORLD-TELEGRAM  
Chairman, Employment Committee  
When writing, please mention Sales Management

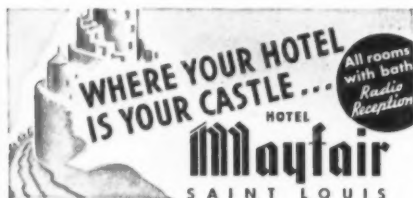
## ADVERTISING PLAYING CARDS



MANUFACTURED  
EXCLUSIVELY FOR  
ADVERTISERS BY

**BROWN & BIGELOW**  
*Remembrance Advertising*

SAINT PAUL, MINNESOTA



**AMERICA'S No. 1 QUALITY  
GIFT-PREMIUM PRIZE**  
Plain, or with Firm Insignia, Trade Mark, Product, Initials, embossed in color—give a ZIPPO and "be remembered more often."  
Lights anywhere. Lifetime Guarantee.  
Write for PRICE LIST & FOLDER  
ZIPPO Mfg. Co., Box 15 Bradford, Pa.

**ZIPPO**  
Windproof LIGHTER

\$2 UP  
RETAIL

### A COMPLETE Motion Picture Distribution Service

In all phases for Theatrical and non-theatrical pictures. The non-theatrical service includes supplying projectors, screens, operators, etc., and transportation.

**KING COLE'S SOUND SERVICE, Inc.**  
203 East 26th Street, N. Y. C. Lexington 2-9850  
Local operating points in upper New York—  
New Jersey and Connecticut



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

### Sales Manager's Book of the Month—on Telephone Selling

While there are a number of standard works on methods used in telephone selling, from the point of view of telephone sales departments in which the seller originates the call, the new book, "Turn More of Your Telephone Inquiries into Sales," is, to the best of our knowledge, the first contribution toward planned methods of handling business calls that originate with the buyer. Published by the Reuben H. Donnelley Corp. primarily for advertisers in Classified Telephone Directories, the study is one which should have wide application to the problems of all sales organizations.

The worst faults discovered by the Donnelley staff, in recording and analyzing the methods existing in hundreds of firms, are given as follows:

1. Too much emphasis on what they have for sale, not enough on what the prospect wants or needs.
2. Neglecting to get prospect's name, address and telephone number.
3. Improper handling of prospect who is reluctant, or refuses, to give name and address.
4. Improperly handling prospect who stresses price alone.
5. Failing to control conversation and direct it toward a sale.
6. Failing to employ the voice to best advantage.
7. Failing to sell customers who will "drop in and see" a product they can buy just as easily by phone.
8. Contradicting—and sometimes arguing with—customers.

The study continues with case examples of the wrong and the right way to carry on telephone sales, on such familiar subjects as: Winning the argument—losing the sale; the buyer who won't give his name; turning repair calls into sales of new units; handling the price buyer; no planning, no profit; helping the buyer to buy; importance of a good impression; serving and selling by suggestion.

Recommended as the sales manager's Book of the Month, by this observer. Requests to William K. Ryan, The Reuben H. Donnelley Corp., 350 East 22nd St., Chicago, Ill.

### Selective Marketers Are Invited to "Meet Elizabeth"

For 160 years, the Elizabeth (N. J.) market has been served by the *Daily Journal* (and the weekly newspapers from which it sprang). That's a long time for any advertising solicitation, but to make sure that marketers keep informed as to the impor-

tance of the area, the *Journal* continues to summarize the important points of its buying power and circulation in the aptly named study, "Meet Elizabeth." The 1939-40 edition of this study, recently published, is important information for firms marketing in the trading area. On a comparative basis, the market exceeds in retail sales the annual volume of such cities as Birmingham, Des Moines, Worcester, (Mass.) Fort Worth, Oklahoma City, New Haven—or, state-wise, is on a par with Delaware, New Mexico or Wyoming. Buying power statistics are buttressed, in the study, by information on the importance and diversity of nationally known industrial firms operating in the area—132 new concerns have located here in the past six years. Also, the first-ranking of Elizabeth among all New Jersey cities in median home values, and the number of income tax returns are stressed as indices of buying power. The study concludes with a listing of merchandising service cooperation available to—and used by, as shown in testimonials—national advertisers. Requests to R. R. Ness, Elizabeth *Daily Journal*, Elizabeth, N. J.

### Sales Opportunities and Trends in Hospital Field

Here is a market of more than half a billion dollars of merchandise (1938), including practically all products used in better-class homes, hotels, clubs, and restaurants, in addition to technical items—a consumer market (not resale) in which quality of products counts heavily. It is, in short, the hospital market, about which "Hospital Market Data" has been published by The Modern Hospital Publishing Co.

Important points covered include the size of the market, in hospitals and people served, how the hospital dollar is spent, where the market is located, who buys—what, in short, is the hospital business organization—what are the trends in the market, and how the market can be covered. For copies, write K. H. Sayre, *The Modern Hospital*, 919 North Michigan Ave., Chicago, Ill.

### Recent Important Market Studies Now Available

"Beer Consumption in the American Home"—More than 48% of urban families throughout the country are consumers of beer, according to a market study recently completed by the Psychological Corp. of New York and issued by the American Can Co. One hundred thousand families were interviewed, in a series starting in May, 1936. The study shows consumers by economic groups, by sections of the country, where they drink, rating of cities, canned beer trends and place of purchase. The study is available on request to George W. Cobb, Jr., American Can Co., 230 Park Ave., New York, N. Y.

"Brief Histories of Business Building"—When confronted with the question of whether to use research to rejuvenate a product or a line, the manufacturer and his agency are primarily interested in results obtained by other organizations. This brief folder gives case histories to indicate just such experience, for both manufacturer and retail sales problems. Consumer prejudices, effectiveness of window displays, dealer objections to price policies, and other factors are included in the half dozen examples cited. Requests to Edward Horn, Willmark Research Corp., 250 W. 57th St., New York, N. Y.

SALES MANAGEMENT



## PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

### EXECUTIVES WANTED

**SALARIED POSITIONS.** \$2,500 to \$25,000. This thoroughly organized advertising service of 29 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N.Y.

**TO THE MAN OF EXPERIENCE.** \$2,400 yearly and up, seeking a new connection, but who wishes to protect, beyond question, his identity and present position, this service, established 1927, offers a plan especially geared to present day conditions. Of equal pertinence is our alternate plan for the man, now unemployed, who wants to locate the quickest market for his services. Send name and address only for particulars. J. T. Jennings, P. O. Box 161, Taylor Place, Short Beach, Connecticut.

**EXECUTIVE POSITIONS** — The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. If your qualifications can meet exacting requirements, your name and address will bring details. The Executive Bureau, 700 Plymouth Building, Minneapolis, Minnesota.

### "FOTO-TONE" POST CARDS

**"FOTO-TONE" POST CARDS**  
Newest, most economical method of displaying any product. Samples and prices on request. Graphic Arts, Hamilton, Ohio.

### HELP WANTED

### WANTED — A "LIVE-WIRE MERCHANDISER"

Midwestern manufacturer of service station equipment has position offering real opportunity to a live-wire merchandiser or successful sales manager. Man selected will work directly under management of company, traveling territories with company representatives, establishing new outlets, and developing sales in each area.

State your qualifications fully, past and present connections, personal details, salary expected, etc. All applications held in strictest confidence.

Our employees are acquainted with this advertisement.

Reply Box 688, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

**SALES MANAGER** — ESTABLISHED BALTIMORE Brewery can use services of a man with ability and initiative to direct its bottle beer department. Offers opportunity to man who can produce. State age, experience, and past connections. Address Box 689, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### LINES WANTED

THE FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

### LINES WANTED (Continued)

Ag-64: Territory: N. C., S. C., Va., hdqrs., Richmond. Wants hardware specialty lines selling to general stores, hardware and repair shops.  
Ag-65: Territory: St. Louis, Mo., hdqrs., that city. Wants lumber and building materials.  
Ag-66: Territory: Cal., Ariz., Nev., hdqrs., Los Angeles. Wants industrial lines.  
Ag-67: Territory: Detroit and Eastern Mich. Wants any meritorious product.  
Ag-68: Territory: N. J., Eastern Pa., Dela. Wants products selling to engineers, architects, contractors, and industrials.  
Ag-69: Territory: Minn., N. D., S. D., Wis., Ia. Wants men's and boys' clothing, sportswear, work-clothes; women's dress goods, women's fur coats.  
Ag-70: Territory: D. of C., hdqrs., that city. Wants repeat lines to grocery trade.  
Ag-71: Territory: D. of C., hdqrs., that city. Wants motor oils.  
Ag-72: Territory: D. of C., hdqrs., that city. Wants any meritorious product.  
Ag-73: Territory: D. of C., hdqrs., that city. Wants lead pencils and stationery.  
Ag-74: Territory: Colo., hdqrs., Colorado City. Wants products selling to hardware and seed stores.  
Ag-75: Territory: Cal., Ore., Wash., Hawaii, hdqrs., San Francisco. Wants lines selling to jobbers of automotive, hardware, mill and mine, plumbing or glass trades.  
Ag-76: Territory: La., Tex., hdqrs., Houston. Wants good novelty, art and staple merchandise selling to wholesale drug; also department and chain store trades.  
Ag-77: Territory: Lake states, hdqrs., Chicago. Wants any meritorious product selling to drug, department and variety stores.  
Ag-78: Territory: Western N. Y., hdqrs., Buffalo. Wants industrial products, preferably metal items; also building specialties selling to jobbers and contractors.  
Ag-79: Territory: Western N. Y., hdqrs., Buffalo. Wants lines selling to industrials, tool and machinery makers, either as manufacturer's representative or district manager.  
Ag-80: Territory: All or part S. E. states, hdqrs., Birmingham, Ala. Wants additional lines to sell electrical and hardware jobbers.  
Ag-81: Territory: Metropolitan New York, Phila., Baltimore, hdqrs., New York. Wants products selling to electrical mfgs. and jobbers, preferably motors and specialties.

### POSITIONS WANTED

**FOREIGN TRADE SALESMAN AND EXECUTIVE** with many years' experience in every phase domestic and foreign commerce, variety of products, seeks suitable connection with firm interested in Latin America. His fluent knowledge of Spanish, customs and people, and quick adaptability would be decisive assets in developing this growing market. Would also consider position requiring partly export work, partly domestic work at headquarters or traveling. Write Box 683, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

**SALESMAN** who really knows the Drug and Toilet Goods trade in Texas and neighboring states open for new connection January 1st. Gentle, 39. Excellent selling record, finest trade references, home in Dallas. You must offer genuine opportunity for better-than-average earnings. Box 680, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

**ADVERTISING, SALES PROMOTION, PUBLICITY** executive can do as well as direct. Capable of organizing or re-organizing your public relations department. The company whose promotion division he now heads is reaping reward of lowest advertising cost per sales dollar in its entire field. Can lead large department or handle entire advertising, sales promotion and publicity activities from creative plan to final production. He's 30, AB'd, married, agency trained. Write Box 690, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

**SALES EXECUTIVE WHOSE EXPERIENCE** ranges from retail selling to heading his own firm of sales consultants, now general sales manager of national manufacturing company, wants opportunity where complete responsibility will bring greatest returns. 20 years' experience covers U. S. and Canada with appliance and automotive background that guarantees sound selling methods coupled with a flow of merchandising ideas. Thirty-five years old, protestant, university, married. Reply Box 691, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

### REPRESENTATION WANTED

THE FOLLOWING MANUFACTURERS HAVE filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mf-30: Product: Wholesale and retail drug item. Territory open: National and Canada.

Mf-31: Product: Auto and furniture polishes. Territory open: National.

Mf-32: Product: Sanitary napkins, selling through chain drug, department and syndicate stores. Territory open: New England, Southwest, South, Midwest.

Mf-33: Product: Automobile body solder and spray gun solder. Territory open: Those centered by Detroit, Cleveland, Chicago, Indianapolis, St. Louis, Kansas City, Denver, Los Angeles, San Francisco, and Seattle.

Mf-34: Product: Lingerie selling to retail and specialty shops. Territory open: Ind., O., Mich., N. Y., excluding New York City, New England.

Mf-36: Product: Artificial food reproductions sold to restaurants, meat markets, electrical stores, etc. Territory open: East of Mississippi.

Mf-38: Product: Metal turning lathe. Territory open: National.

Mf-39: Product: steam unit heater and exhaust fan, for stores, offices, industrials. Territory open: National.

Mf-40: Product: Hardware item to be sold to chains and jobbers. Territory open: N. Y., Ill.

Mf-41: Product: Drug item to be sold by state, district, or county representative as side line or only line. Territory open: National.

Mf-42: Product: Water and metal treatment for boilers for industrials and buildings; hot surface paint for stacks, etc. Territory open: Chicago, Ill.; N. Y., N. J., Mo., Ind., Mich., Wisc.

Mf-43: Product: Office specialty, selling direct to commercial houses, federal, state, county, city depts. Territory open: All except Chicago, New York City, Boston, Philadelphia.

Mf-44: Product: Game selling to wholesale houses. Territory open: N. D., S. D., Neb., Kans., Okla., Tex., Minn., Ia., Mo., Ark., and La.

### SALES CAR FOR SALE

FOR SALE — BARGAIN — "SALES CAR" 1½ ton, 1938 International, wired for indirect lighting, with heater. Baltimore, Md. For further information write Box 687, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### SALES OPPORTUNITY

SEVERAL MEN OR WOMEN WHO HAVE DETERMINED TO CAPITALIZE ON THEIR SELLING EXPERIENCE — by operating their own selling organization will be considered for established distributorships by manufacturer of nationally advertised feminine apparel.

This is creative selling under the most favorable circumstances: Prestige trade-mark; patent protection; national advertising; top quality; popular prices; effective methods; splendid repeat record.

If you have a progressive clean business history, possess an aptitude for sales management, promotion and organizing, this is an unusual opportunity to obtain a desirable connection with a concern which has a gratifying record of distributor earnings and prosperity.

The only investment required will be in cashable tangibles, (office equipment and nucleus of line) plus your own working capital. This will depend on size of unit, and will total \$1000 to \$4000. Complete records for ten or more years available for your examination during negotiations.

Several smaller units, 10-15 counties, available without investment. Particularly advantageous to executive type women with car.

If your reply indicates that you have the qualifications equal to one of these opportunities, an interview will be arranged. Box 684, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.



# COMMENT

BY RAY BILL



**TOUCHÉ FOR ADVERTISED BRANDS:** When a drug store chain, founded on a policy of switching consumers from advertised brands to private brands, reverses its policy after a decade of sales experience, by pushing advertised brands, such news certainly outstrips the famous item about man bites dog.

For the full report of this interesting about-face see page 22 of this issue. It constitutes interesting and significant reading for all those concerned with advertising as a profession and for all companies utilizing advertising as a necessary factor in successful modern marketing. Imagine a drug chain using newspapers to feature this copy:

"We do not substitute. When you shop at a Nevins Store, you get what you ask for, and no attempt is made to sell you something just as good. Should any clerk offer you a substitute, you get the product you asked for absolutely free!"

That is actual copy run by the Nevins chain and furthermore sales clerks were advised that they, not the store, will have to pay for any item given away under this offer.

With all the current talk that fills the air about consumer movements, the experience of the Nevins chain stands as important evidence that consumers not only prefer advertised brands, but that merchants fare better when they discontinue ramming private brands down consumers' throats.

◆ ◆

**TRADE BARRIERS BETWEEN STATES:** The National Federation of Sales Executives in its program for the current year is striving to prevent the erection of new trade barriers as between the individual states which comprise the United States of America. It also seeks to induce revision or repeal of various statutes which are now state law, but act detrimentally to the functioning of the United States as the greatest free trade market in the world.

The number of other organizations and trade associations which also aim to eliminate the threat of state trade barriers increases steadily. The governors of many of the states are working cooperatively to the same end. Within the last fortnight Secretary of Commerce Harry Hopkins announced the intention of the Department of Commerce to pay no small attention to this same problem, especially as regards the cooperative way in which it will work with the governors of the individual states. Also, reportedly through the influ-

ence of Secretary Hopkins, TNEC (The Monopoly Committee of Congress) will conduct hearings in the near future on this same vital subject.

A good many sales executives fail to comprehend the full threat embodied in state trade barriers. They realize in a general way that such barriers carried to the extreme will destroy national and sectional marketing. But because their own immediate business does not currently suffer from barrier restrictions, they think it is all right to let the other fellow combat this menace.

This should not be so. State trade barriers are a threat which industry as a whole and sales executives, one and all, should actively work to prevent and eliminate.

In his second speech of the war, Prime Minister Neville Chamberlain of England emphasized as a peace objective the creation of an United Europe in which trade barriers will not wreck normal international trade on which the welfare of all European nations so greatly depends. It would indeed be a mockery if the United States should judge it to be progressive to adopt the barrier system which Europe has proved so destructive—while Europe, observing what our system has done for our people, strives to abandon its technique in favor of the technique we have proved to be tops in the world. Here surely lies one more field in which to battle for preservation of the American system.

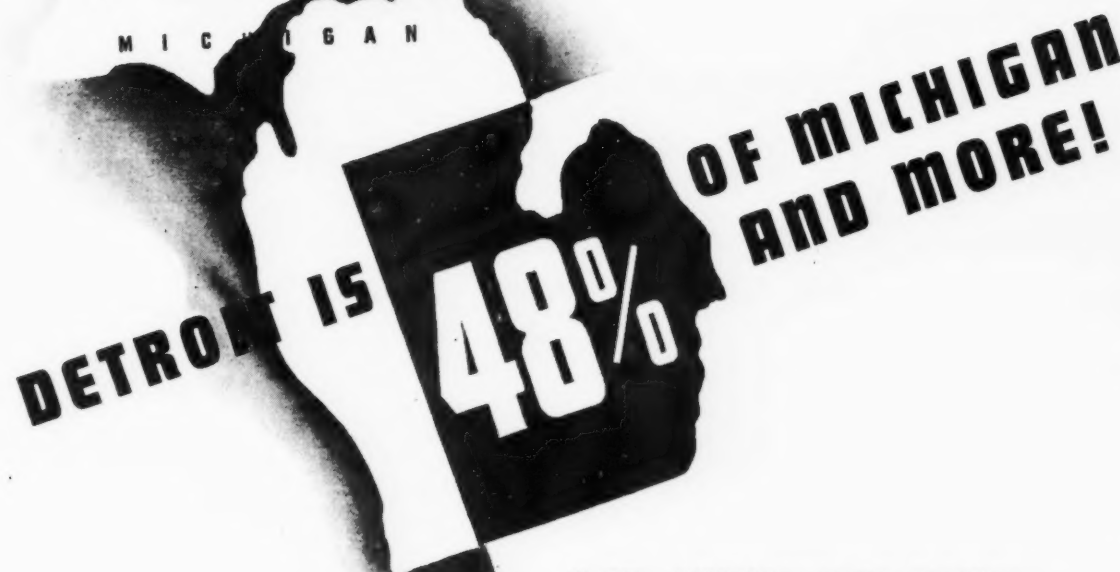
◆ ◆

**THE OUTLOOK FOR 1940:** In its next issue, SM will publish the results of its original survey with respect to how business executives view 1940—not only from the point of view of their own companies, but also for their industries and for business as a whole. If there be any pessimists left in America, the details of this survey will prove excellent tonic for them. By way of pre-release, and for the benefit of those who may be acting upon sales and advertising budgets before these details become available in published form, suffice it to say this: *"The great majority of sales executives view 1940 as being materially better for their individual companies than they visualize 1940 being better for business as a whole. In other words, they are more optimistic for themselves than for the other fellow, although for the other fellow most of them have plenty of faith that 1940 will be better than 1939 by 10% or more."*









- 48% of Michigan's Population
- 54% of Michigan's Total Retail Sales
- 57% of Michigan's Gainful Workers
- 59% of Michigan's Industrial Plants
- 65% of Michigan's Income Tax Returns

*Advertisers Can Cover This Big, Highly Concentrated Market Adequately at a Single, Low Advertising Cost . . .*

Detroit is, of course, America's fourth city in population but, more than that, it is America's industrial leader. The measure of America's prosperity is Detroit's production index. All through 1939 the trend of Detroit business has been up, up, up. Automobile production, building, steel, industrial power sales—all these and many other important divisions of business have soared in Detroit this year. And the procession continues—onward and upward. Sales, too, have made substantial gains.

And speaking of sales, Detroit is a huge market, accounting for \$744,943,000 in retail sales annually. It's a market well worth cultivating—a market economically covered because one newspaper, The Detroit News, reaches 63½% of all Detroit homes taking any newspaper regularly. In the city and suburbs, The News is 76% home delivered. Your advertising in The Detroit News will influence sales in that half of Michigan's population that is most able to buy. Try a test campaign now!

# THE DETROIT NEWS

THE HOME NEWSPAPER

New York: I. A. KLEIN, Inc.

Chicago: J. E. LUTZ

NEWS and Comment about the World's  
Greatest Newspaper and its market.

# From the

## EXPOSÉ

"THIS is an exposé of one of the biggest swindles in the history of boxing."

Thus in the Chicago Tribune of October 30, began the story of how Harry Thomas, heavyweight prizefighter, revealed to Arch Ward, Tribune sports editor, that he had been bribed to lose fights with Max Schmeling and Tony Galento.

Early in September, Arch Ward learned that Harry Thomas, goaded by a guilty conscience, desired to make a full, public confession for the sake of younger boxers who might face the same temptation.

On receipt of this information, the Tribune sports editor went to New York, where Thomas was employed as a locomotive engineer. There the penitent prizefighter unfolded the complete account of his part in the fixed fights and gave Ward permission to print it. He was neither offered nor paid anything for his confession.

Before printing Thomas' revelations, sports editor Ward checked all details. With Thomas he went to Minneapolis where the boxer's sister confirmed the fact that he had written to her before his fights with Schmeling and Galento telling her in which rounds they would end. From Minneapolis they drove to Eagle Bend, Minn., where additional confirmation was obtained from other members of Thomas' family.

Following the appearance of Arch Ward's fully documented story in the Tribune, all principals involved in the exposure were barred from boxing activities in the states of Illinois and Pennsylvania until they had cleared themselves of the charges.

The publication of the amazing Thomas' confession is typical of Chicago Tribune editorial enterprise.

## CURIOSA

I locate people who lose themselves; charge in rear. Refund if not located.  
F. J. McDonald 140 N. Dearborn. Sta. 4181

From the Business Personals column of the Chicago Tribune want ad section.

## How's Business?

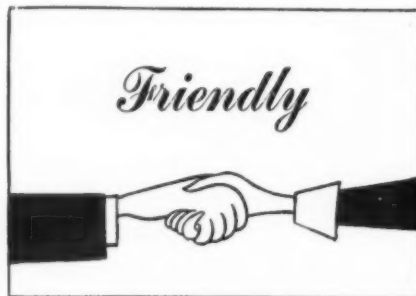
During the first ten months of this year, the Chicago Tribune's gain in total advertising was 1,488,961 lines.



Carl Sandburg, whose "War Years," a biographical study of Abraham Lincoln, has just been published, drops in for a chat with Fanny Butcher, Chicago Tribune literary editor. Recently enlarged in size and in variety of content, the Tribune book department each Wednesday now presents one full page or more devoted exclusively to books and literary topics.

Gains were registered in every major classification—622,812 lines in retail advertising, 284,355 in general, 142,934 in automotive, 52,582 in financial and 381,639 in classified.

Projected in terms of merchandise sold, these gains call attention to the trainloads of shoes, refrigerators, cosmetics, rugs, suits, automobiles and other products bought by Tribune readers.



The more friends a medium has, the more sales it can make for the advertiser. Because it enjoys the friendly regard of Chicago's largest constant audience of women, the Tribune is Chicago's most productive advertising medium.

## Letter from Rosemarie

"Yesterday we went to visit the Tribune Tower to see how the Chicago Tribune was printed. I was amazed to see all the work that is done just to get out a daily paper. I don't see how it sells for 2c when it is the World's Greatest Newspaper and seems to be worth more.

"Some day I'd like to get a job working

Exposure... Author meets critic... How's business?... What Rosemarie said... Curiosa... Friendship... Ace-high products... Over a million copies a day.

# TOWER

for the Tribune. It may be hard but it is also interesting. Thank you for an interesting time."

Rosemarie Balshuseman  
(8th grade pupil, Audubon School, Chicago)

"Products advertised in the Chicago Tribune are ace high with my customers"



WILLIAM M. LUSSON, Chicago grocer

"Long ago we learned that the best procedure is to play ball with the well advertised products, especially those advertised in the newspaper," says William M. Lusson, owner of a grocery store established by his father 51 years ago in Chicago's Grand Crossing district. "And," he adds, "products advertised in the Tribune are ace high with my customers."

In the Grand Crossing district, where 21,874 families live, 17,036 Tribunes are sold on weekdays, and 18,138 on Sundays. As in the Grand Crossing district, the selling influence of Tribune circulation penetrates deeply into every neighborhood and suburb of Chicago, reaching consumers in all levels of family life, regardless of income grouping. Mr. Lusson's comment regarding the productivity of Tribune advertising is typical of the attitude of Chicago grocers as a group.

## More than a million net paid every day of the week

Seven days a week, the Chicago Tribune now has more than 1,000,000 total net paid circulation. In a world made increasingly news-hungry, readers in constantly increasing numbers turn to the Tribune because it best satisfies their demands for timely, accurate accounts of today's happenings.

Every day of the week, Tribune circulation right in metropolitan Chicago exceeds 780,000. This is the equivalent of majority coverage of all the families in Chicago and suburbs—and from 335,000 to 500,000 more circulation than is delivered by other Chicago newspapers.